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A DRAFT FOR CITIZEN REVIEW

POTRERO HILL NEIGHBORHOOD IMPROVEMENT PLAN

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Potrero Hill
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I. INTRODUCTION

Scope

The Potrero Hill Neighborhood Improvement Plan was prepared in response to expressed community requests for a plan that would assist in programming various types of local improvement activities. Improvement categories covered by the Plan include housing, community and recreation facilities, neighborhood environment, transportation, economic development, and land use. In Section One, the problems and needs as perceived by residents are identified for each of these categories. Based on community needs, available resources, and city-wide policies, the Plan recommends specific neighborhood improvement strategies and activities for immediate undertaking.

Section Two outlines how the Plan may be implemented. It identifies the possible funding sources and courses of action. Appendix A describes the resources that are or may be available for the various types of neighborhood improvements.

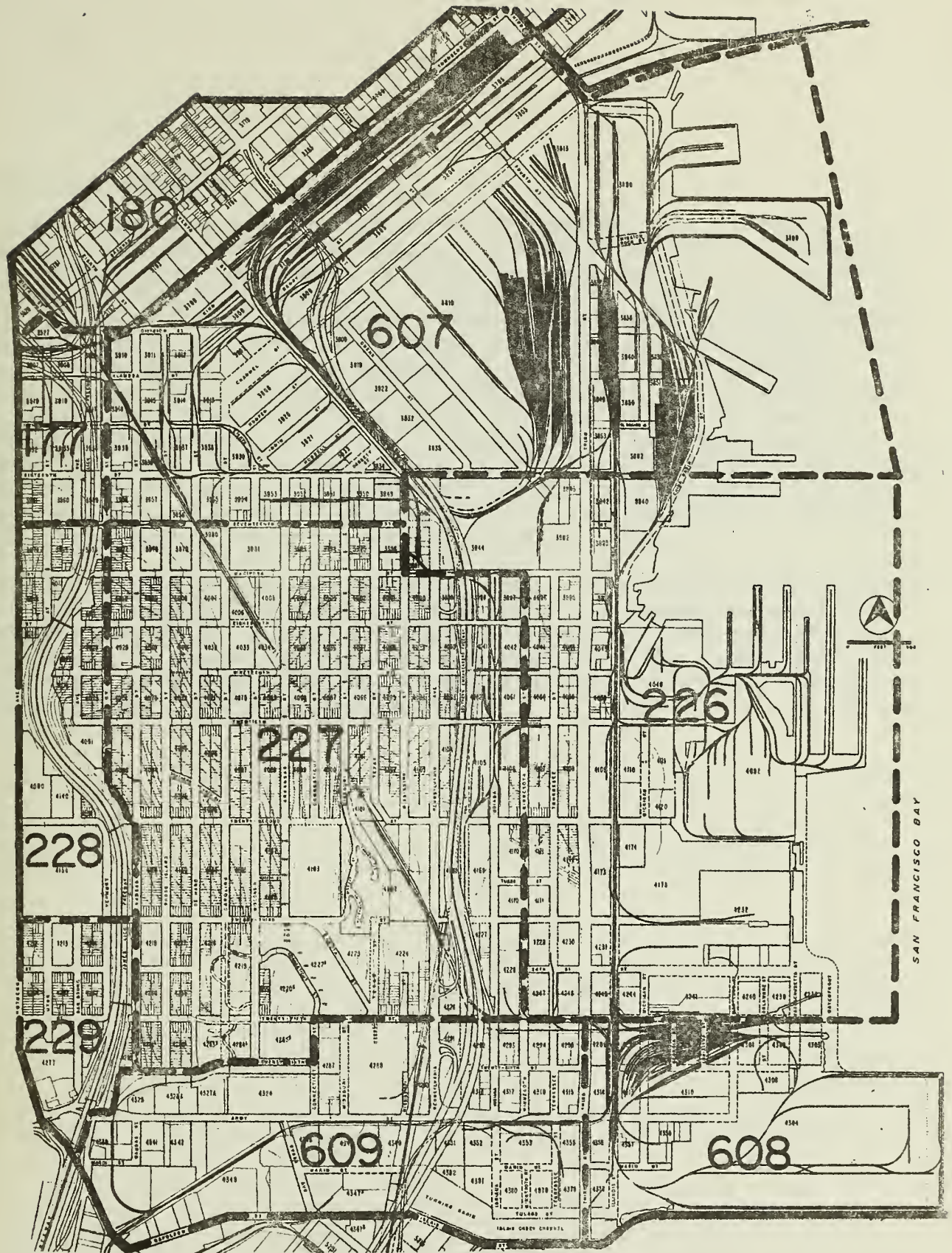
The Plan provides a framework for coordinating different improvement activities that could be undertaken in Potrero Hill during the next three years. A basic assumption of the Potrero Hill Neighborhood Improvement Plan is that recommendations for improvement activities are made with a reasonable expectation that funds will be available for their implementation. Because of limited resources, available funds should be allocated in accordance with the community's most urgent priorities. The Plan recommendations therefore consist of only the more important programs or projects which the community deems of highest implementation priority.

The Potrero Hill Neighborhood Improvement Plan represents a point of departure for more detailed and precise planning at the implementation phase. During this phase, a close working relationship between the implementing agencies and community groups must be maintained to ensure that projects reflect the desires of the community and established public policies.

This Plan emphasizes physical development programs that generally relate to the activities of the Department of City Planning and to the programs of the Mayor's Office of Community Development. It does not include social service programs which are under the jurisdiction of other City departments and agencies.

Improvement Plan Area

The general area covered by this improvement plan is bounded by Potrero Avenue on the west; Division, Townsend and Third Streets on the north; the Bay on the east; and Army Street and Islais Creek Channel on the south. In spite of the physical separation, residents living between James Lick Freeway and Potrero Avenue have strongly indicated that they consider their area part of the Potrero District. The Potrero study area includes a substantial amount of industrial land. It includes San Francisco Port Authority's properties from China Basin to the Army Street Terminal (Pier 80). The northern boundary of the study area includes the Southern Pacific's terminal and railyard, all of which are integral parts of the District's rail activity.



MAP I

- POTRERO HILL STUDY AREA
- [- - -] CENSUS TRACT BOUNDARY

Community Involvement

This "Draft for Citizen Review" was prepared with widespread community participation, incorporating the views of many Potrero residents. Before planning began, invitations were sent to all Potrero households encouraging everyone to participate in the preparation of the Potrero Hill Neighborhood Improvement Plan. During the first community-wide meeting, Potrero residents established approximately ten working committees to provide community input for the different elements of the Plan. Through many committee meetings, Potrero residents have worked hard to define local problems and to recommend potential improvement activities. Three additional community-wide meetings were held in different parts of the neighborhood to hear committee reports and community response. Based on committee input and public comments and staff's recommendations, the Department of City Planning has prepared this "Draft for Citizen Review."

The Plan itself does not represent the end product of this effort since Potrero residents have already begun to implement some of the recommendations developed by the citizen committees and included in this "Draft". Whenever appropriate and feasible, the Department of City Planning will provide planning assistance to community groups in carrying out the Plan's recommendations.

II. IMPROVEMENT PLAN

CHAPTER ONE: HOUSING

Problems and Needs

The existing private housing stock in Potrero Hill is predominantly one- and two-family residences, comprising two-thirds of the Hill's total housing units. Approximately one-half of the residential buildings are owner-occupied. Approximately two-thirds of the housing units were built before 1940. Because of the age of buildings, there is a need to encourage repairs, more adequate maintenance, and modernization through voluntary incentives and preventive measures.

According to the 1970 Census, 2.1% of Potrero Hill's housing lacked some or all plumbing. Also, 2.1% of the units lacked complete kitchens. The most recent records from the City's Division of Apartment and Hotel Inspection indicate that there are 174 private residential buildings with three or more units, representing 8.2% of Potrero Hill's total residential buildings. Thirty-four of these buildings have been abated under the Systematic Code Enforcement Program while another 64 buildings are undergoing enforcement proceedings. Another 76 multi-family buildings either contain no violations or have not been scheduled for code enforcement.

There is also a need to improve the 635 units of public housing located in Potrero Terrace and Potrero Annex projects. The Potrero Terrace, built in 1949, and the Potrero Annex, built in 1955, have undergone only a small amount of rehabilitation or modernization work to bring the structures up to today's standards. They lack many residential amenities found in new developments.

Although most of the residential buildings contain only one or two units, many of these units are relatively small. Approximately one-half of the existing dwellings have two or fewer bedrooms, too small for large families. Residential overcrowding (defined as more than one person per room) for Potrero Hill is 10.4%, which is 50% higher than the City's average. To the greatest extent feasible new housing units should contain three or more bedrooms for large families. There is also a need for new housing that is suitable for elderly persons who desire to live in the neighborhood but find existing housing too large or unaffordable.

Approximately 50% of the residential buildings in Potrero Hill are owner-occupied. Speculation and inflation on the Hill and the City has increased the costs of housing beyond the reach of many moderate-income households. Measures are needed to ensure that prospective moderate income homeowners and renters are not priced out of the neighborhood. Additional homeownership will help assure the stability of the neighborhood and protect lower-income residents against inflationary rent increases and dislocation.

The availability of financing affects the ability of existing and potential owners to own or rehabilitate and maintain existing housing. There are indications that Potrero Hill experiences the problems of redlining practiced by financial lending institutions. This practice artificially obstructs efforts by owners to obtain private financing. In addition to eliminating such problems, there is a need to expand the range of financial assistance to lower income homeowners to ease the impact of rehabilitation cost.

Major housing developments are concerns in the Potrero Hill community. Residents have expressed fear that luxury housing developments will transform Potrero Hill into a high-rent high-cost neighborhood, thereby driving out lower income residents. The existing income mix of Potrero Hill's population is regarded as a desirable feature and should be protected. There is a need to assure that all new housing developments are economically mixed and provide opportunities for lower income residents to become homeowners. Housing subsidies such as rent supplements will be needed to promote economic integration of all new rental housing.

Proposed Strategies and Improvements

The following strategies and improvements are recommended to improve the housing stock and to increase housing opportunities for Potrero Hill residents.

A. ENCOURAGE REHABILITATION OF EXISTING PRIVATE HOUSING

The Potrero Hill housing stock is basically sound and should be rehabilitated. There is little community support for the Rehabilitation Assistance Program (RAP) with its requirement of inspection of all buildings and mandatory code compliance. 8.2% of Potrero Hill's residential buildings contain three or more units and are subject to the Systematic Code Enforcement Program of the Bureau of Building Inspection. However, most of the older buildings that need rehabilitation contain only one or two units and are not subject to the code enforcement program. More than one-half of these residential buildings are owner-occupied, making the area suitable for a voluntary approach to rehabilitation. Furthermore, even the area's worst housing shows signs of voluntary rehabilitation which could be facilitated with public assistance.

1. Voluntary Rehabilitation Program

Efforts should be undertaken to encourage voluntary rehabilitation of existing housing. A program suitable for Potrero Hill should be developed which includes the following features:

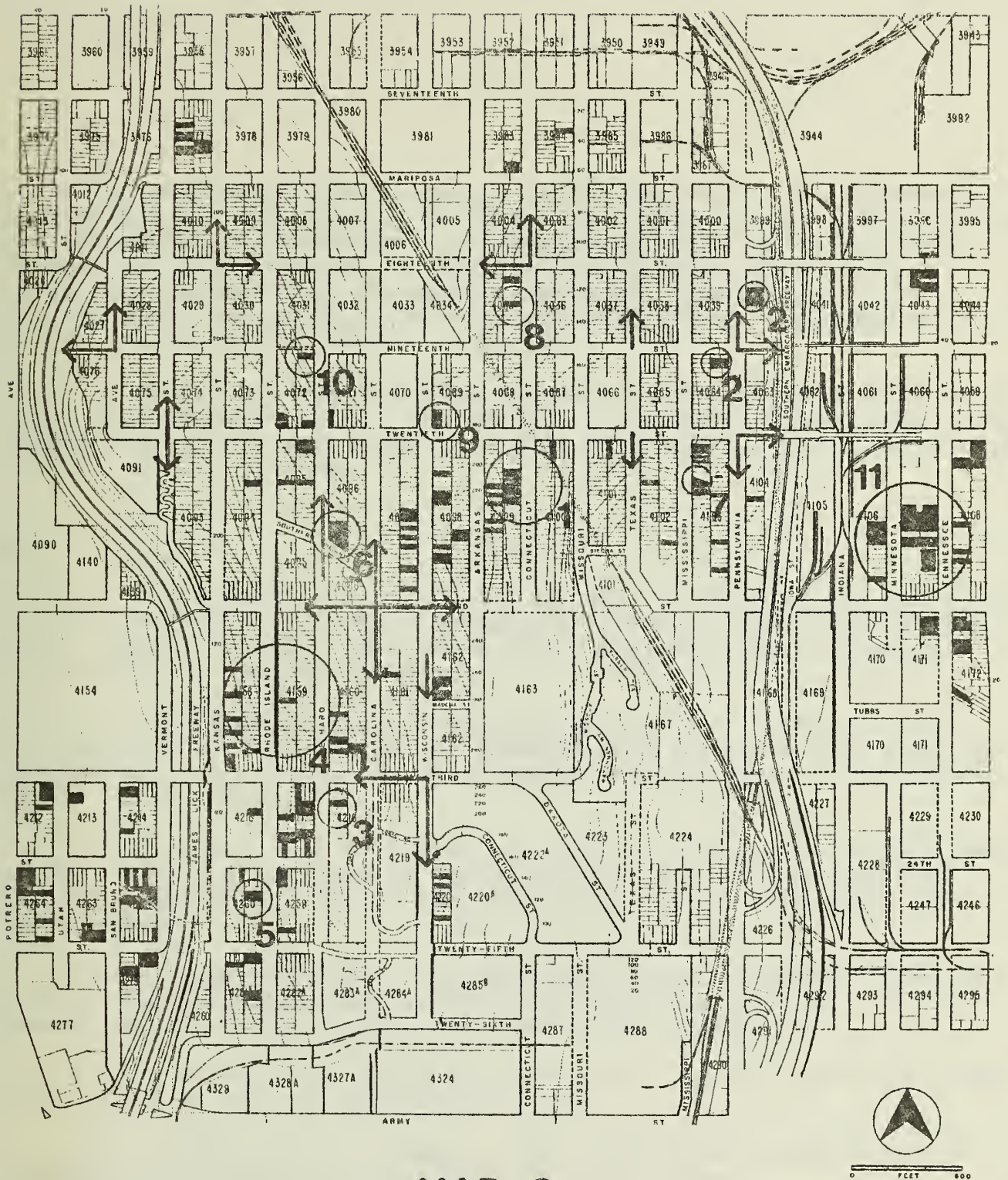
- a. Availability of loan funds including the provision of low-interest loans for lower-income homeowners. State and federal loan programs should be employed and if necessary, a locally-funded program should be developed.
- b. Limitation of rent increases on units receiving public assistance.
- c. Provision of public improvements which would support housing rehabilitation efforts.

- d. Provision of rent supplements for lower-income renters who may be displaced due to rent increases or rehabilitation work. A significant number of Section 8 Housing Assistance units should be reserved for Potrero Hill.
- e. Support services to homeowners to encourage maximum participation. The scope of services should include:
 - publicizing the rehabilitation program and securing support from residents and community organizations;
 - interviewing property owners and residents and explaining the program;
 - offering non-binding building inspections (to preserve the voluntary nature of the program);
 - providing information on code standards and rehabilitation techniques;
 - offering design guidelines for rehabilitation of architecturally significant buildings (see Appendix B for rehabilitation design guidelines);
 - providing rehabilitation estimates and explaining contract procedures for rehabilitation work;
 - identifying available financial resources and evaluating homeowners capability to undertake rehabilitation;
 - assisting in securing loans and awarding contracts; and
 - monitoring overall operation of program and coordinating with other local public improvement activities.

Several rehabilitation loan program alternatives have been identified that may be suitable for Potrero Hill. They are: (1) Concentrated Rehabilitation Area Program sponsored by the California Housing Finance Agency; (2) a local program using Marks-Foran bond financing; and (3) the Neighborhood Housing Services Program conducted by the Urban Reinvestment Task Force. Each alternative is described in Appendix C of this report. These programs should be pursued to determine the most appropriate one for Potrero Hill.

2. Design Consideration for Housing Rehabilitation

Rehabilitation should be undertaken that will conserve the desirable architectural character of the neighborhood. Map No. 2 with its footnotes locates and describes some of the significant



MAP 2

ARCHITECTURAL INVENTORY

Blackened-in lots indicate structures of architectural merit that are listed in the Department of City Planning 1976 Architectural Inventory



Number is keyed to following comments



Major viewpoints

buildings and architectural groups in Potrero Hill. It represents information gathered during the citywide architectural inventory which was undertaken to encourage the retention of worthwhile building facades and streetscapes. A similar but broader effort called "Discover Potrero Hill, Three Walking Tours" (published in The Potrero View, September 1976) also provides useful information on Potrero Hill's architectural character.

Appendix B describes the types of rehabilitation work most frequently encountered by homeowners and provides observations on how alterations can be undertaken to respect and enhance the architectural quality of the building.

Key

(1) The seven buildings at 512 to 526 Connecticut are the best existing row of 19th Century ornamental style buildings on Potrero Hill. Mostly intact, these Stick style buildings make a handsome contribution to the streetscape.

(2) Two kinds of Italian influenced design. A large out-of-pattern Italianate house at 400 Pennsylvania complete with Romantic landscaping, and an Italian Renaissance entrance over the hospital at 331 Pennsylvania.

(3) This one- and a half story building is typical of many turn of the century structures on Potrero Hill. The ornamentation is largely classically derived but loosely used on a Queen Anne row house facade.

(4) An area remarkable for the steep up-hill ascent forced on many of the row houses here, and resulting in unusual and visually vibrant solutions to 3-story entrance stair flights.

(5) An unusual zig zag Moderne house of about 1925, with Gothic motifs used as well as modernistic ones.

(6) A Julia Morgan building. Its odd-shaped lot resulted in exposing the forms of the building to public view.

(7) A very carefully designed and appointed Jacobethian style residence, perhaps from the twenties.

(8) One of the earliest motion picture theatres in San Francisco. It still retains its original marquee, but is otherwise a sturdy if somewhat plain brick box.

(9) An example of one of the great houses of the post-war era, and of the triumph of Bay Region "soft modern" that so widely influenced buildings of the 1950's and 60's.

(10) A sensitively-designed building that reflects contemporary Bay Area architectural style.

(11) A group of Italianate and stick style row houses and a 19th Century school building form.

3. Presale Inspection

Currently residential buildings are sold without the benefit of City inspection services which may inform prospective buyers of needed rehabilitation and code work. As a result, substandard buildings are often sold at inflated prices. A presale inspection would identify substandard conditions at the time of the sale. The mandatory inspection would alert prospective buyers and would help assure that sale and mortgage financing arrangements consider the needs and costs of future building rehabilitation. The presale inspection would provide potential home buyers the leverage to minimize paying inflated prices for substandard housing.

Strict enforcement of code violations resulting from pre-sale inspection could impose hardship upon new homeowners. This hardship could be minimized if only serious life/safety hazards in owner-occupied one and two-unit buildings (the predominate housing type in Potrero Hill) were required to be corrected within the normal enforcement timetable. Where financial hardship can be demonstrated to the Abatement Appeal Board, non-hazardous violations should be permitted to be corrected within an extended timetable or postponed until the building is sold again. Where presale inspection results in code correction work, eligible homeowners should have a higher priority for publicly-assisted rehabilitation financing than those unaffected by code enforcement.

B. REHABILITATE AND MODERNIZE POTRERO TERRACE AND POTRERO ANNEX HOUSING PROJECTS.

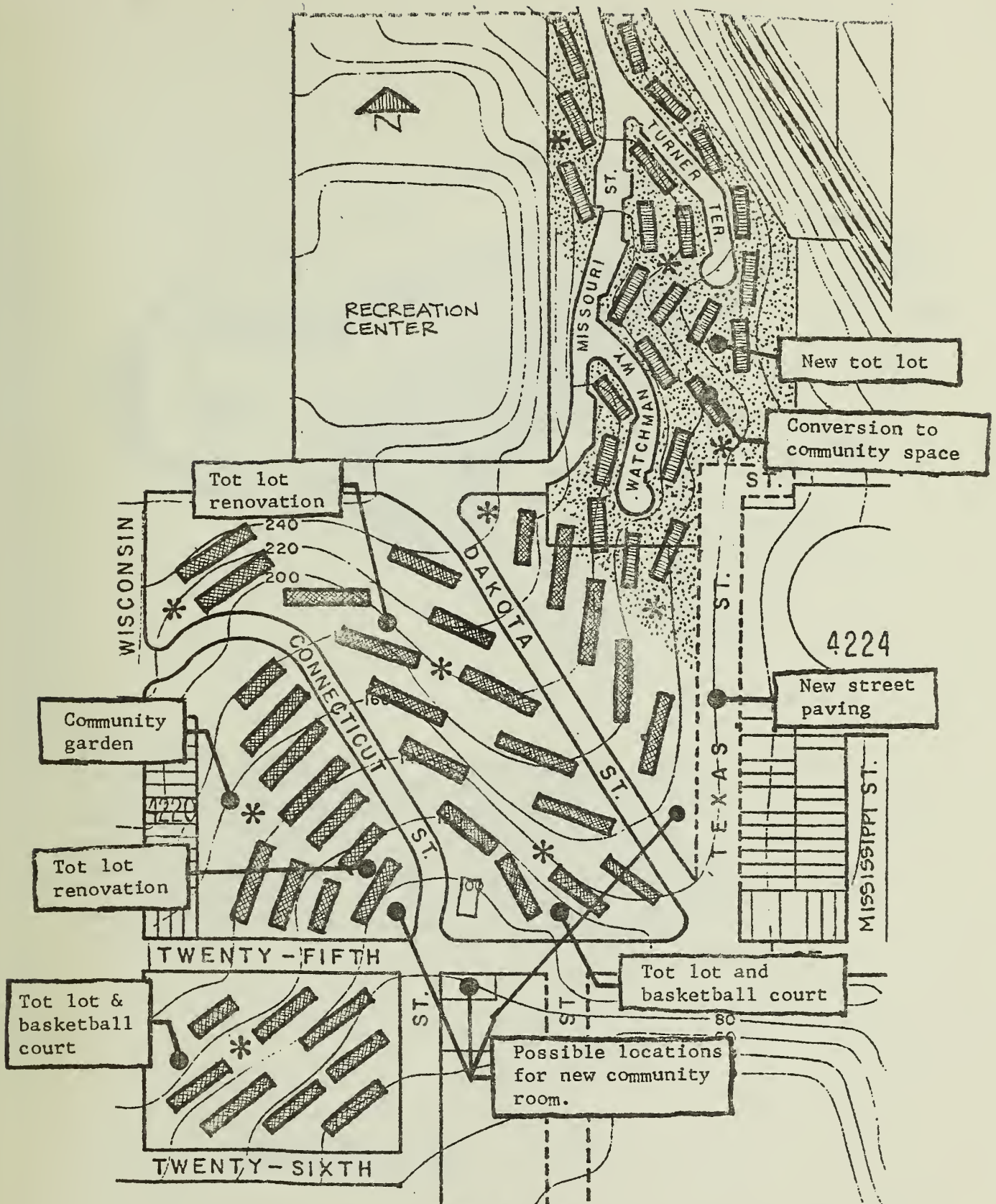
Insufficient maintenance and modernization funds during the past years has resulted in much overdue repair and replacement work on public housing buildings and ground areas. Only the older Potrero Terrace buildings have undergone some major rehabilitation work (window replacement and exterior painting are scheduled in the 1977 Community Development Program). Both the Potrero Terrace and Potrero Annex suffer from a bleak-looking "project" image. There is little privacy for individual units and few residential amenities to

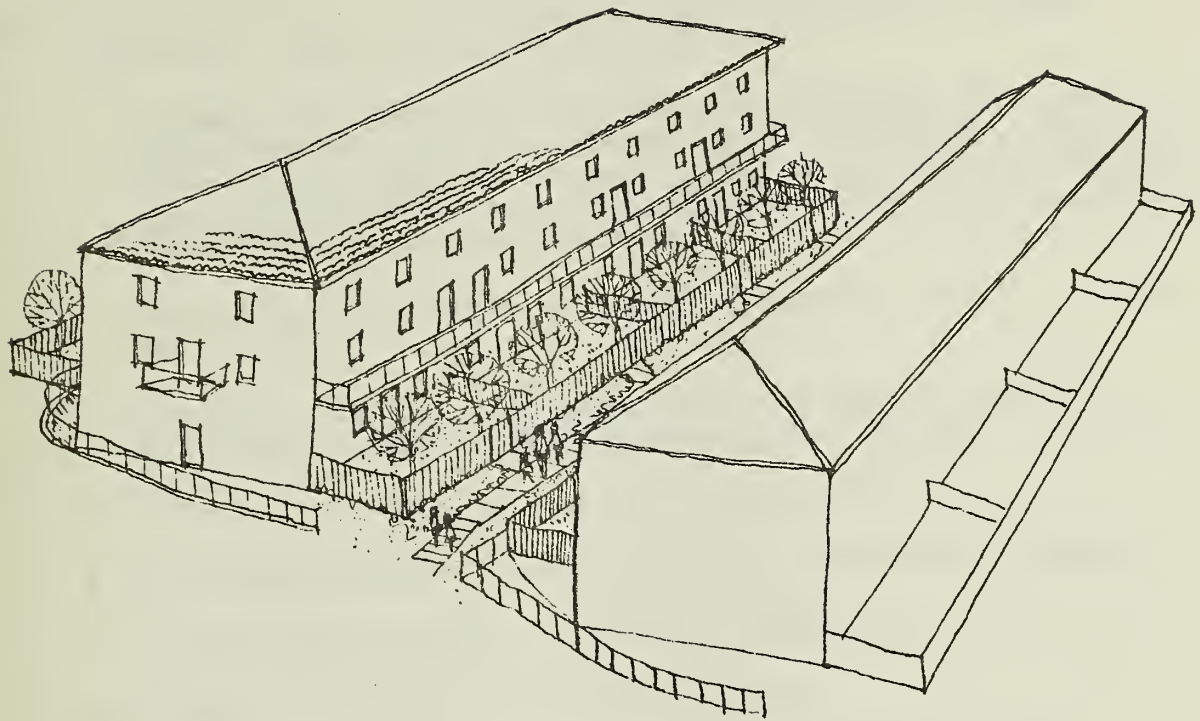
be enjoyed by the tenants. A high incidence of vandalism and break-ins has resulted in abandonment of some housing units. The Potrero Annex dwellings, which have received comparatively little previous modernization funds, are now in urgent need of rehabilitation. Although newer than the Potrero Terrace, the Potrero Annex appears to be in worse physical condition. Unlike the reinforced concrete construction of Potrero Terrace, the wood frame structures of Potrero Annex are more susceptible to damage and rapid deterioration, consequently requiring major rehabilitation work.

4. Potrero Terrace and Potrero Annex Modernization Program

A major concentrated renovation effort, similar to the Target Projects Program at Hunter's Point, is needed to correct the problems in the Potrero public housing projects. The Potrero Terrace buildings are basically sound, requiring general rehabilitation work. The Potrero Annex buildings and ground area are in poor condition and will require extensive renovation to bring them up to acceptable living standards. The following improvements should be implemented for (i) Potrero Terrace -- (469 units, two/three story walk-up buildings, reinforced concrete construction.)

- a. Install additional security lighting in common ground areas.
- b. Install security grills on windows.
- c. Install new heating and hot water systems.
- d. Provide private courtyards and entrance canopies for individual units where feasible (see sketch A).
- e. Provide large community space with laundry facilities. New construction or conversion of existing units should be explored.
- f. Renovate children's play areas with more interesting equipment.
- g. Redesign balconies and provide fire escapes.
- h. Provide half-court basketball courts and additional tot lot near 26th and Connecticut.
- i. Modernize existing electrical and mechanical systems.





The outdoor areas of the public housing should be redesigned to make them more usable and to increase privacy to the housing units. Installing courtyards is one alternative that should be explored in areas that are relatively level and spacious. Other design features such as entrance canopy, terracing, decking, and low fence should be explored where courtyards are not feasible.

DRAWING 'A'

POTRERO TERRACE COURTYARDS

- (ii) Potrero Annex -- (172 units, two/three story walk-up buildings, wood-frame construction.)
- a. Redesign the entire structure of buildings that are abandoned or highly susceptible to vandalism. Alternative designs include removing the third story, converting the remaining structure into two-story townhouses, and redesigning the balconies.
 - b. Resurface the entire interior finishing (walls, floor, and ceiling).
 - c. Remodel kitchens (including new cabinets, storage, counters, sinks, refrigerators, and ranges).
 - d. Install new heating and hot water systems.
 - e. Provide tub/shower enclosures (new tiles and fixtures).
 - f. Install more secure doors and hardware.
 - g. Install security grills on windows.
 - h. Provide private courtyards for individual units where feasible.
 - i. Provide tot lot adjacent to the Potrero Nursery.
 - j. Provide community space (possibly converting part of a building adjacent to the Potrero Nursery).
 - k. Provide paved road along Texas Street between the Potrero Nursery and 25th Street.
 - l. Provide additional night security lighting.
 - m. Terrace and landscape the open space areas to make them more usable and attractive.
 - n. Repair fencing and railings.
 - o. Replace windows.
 - p. Repair and paint exterior walls.
 - q. Modernize existing electrical and mechanical systems.

C. INCREASE OPPORTUNITIES FOR POTRERO HILL RENTERS TO BECOME HOMEOWNERS.

Increased homeownership contributes to neighborhood stability and provides additional protection to lower income households against being priced out of the neighborhood. Nearly one-half of the existing residential buildings in Potrero Hill are not owner-occupied and can be converted to homeownership. New housing may also be developed that provides opportunities for lower income renters to become homeowners.

5. Homeownership Program

A program for assisting homeownership and conversion from tenancy to condominium or cooperative ownership should be developed that includes:

- counseling potential homeowners on the finances and responsibilities of homeownership;
- evaluating prospective homebuyers' housing needs and ability to pay;
- assisting homebuyers in obtaining and processing loans;
- providing downpayment matching grants to qualified homebuyers;
- securing commitments from financial lending institutions to provide homeowner loans for the Potrero Hill neighborhood; and
- providing technical assistance where rehabilitation work is needed.

The conversion of some existing public housing units into private cooperative or condominium units has been proposed by the tenant association and other community individuals. This would permit existing tenants to become homeowners and to stay in the community. A demonstration project should be undertaken to test this approach of increasing homeownership on the Hill. Adequate counseling services and financial assistance should be provided in support of this demonstration project.

C. DEVELOP NEW HOUSING THAT MEETS THE NEEDS OF THE COMMUNITY.

New housing is needed to reduce overcrowding in many of the existing housing units and to provide opportunities for additional homeownership, particularly for lower-income residents. The few major vacant parcels in and around the Potrero Hill neighborhood should be developed to meet these local housing needs. The community should take an active role in both facilitating and sponsoring housing developments that meet the needs of local residents.

6. Economically-mixed housing developments

Effort should be made to ensure that all major housing developments are economically integrated in order to stabilize and enhance the mixed-income character of the community. Where new housing is developed for rental units, the Section 8 Housing Assistance Payment Program should be utilized to increase opportunities for lower-income residents to remain in the neighborhood.

Mixed income housing developments may also be undertaken by local groups to ensure a desirable project. Through a housing development corporation, Community Development funds may be made available to a local non-profit sponsor for site acquisition and improvement.

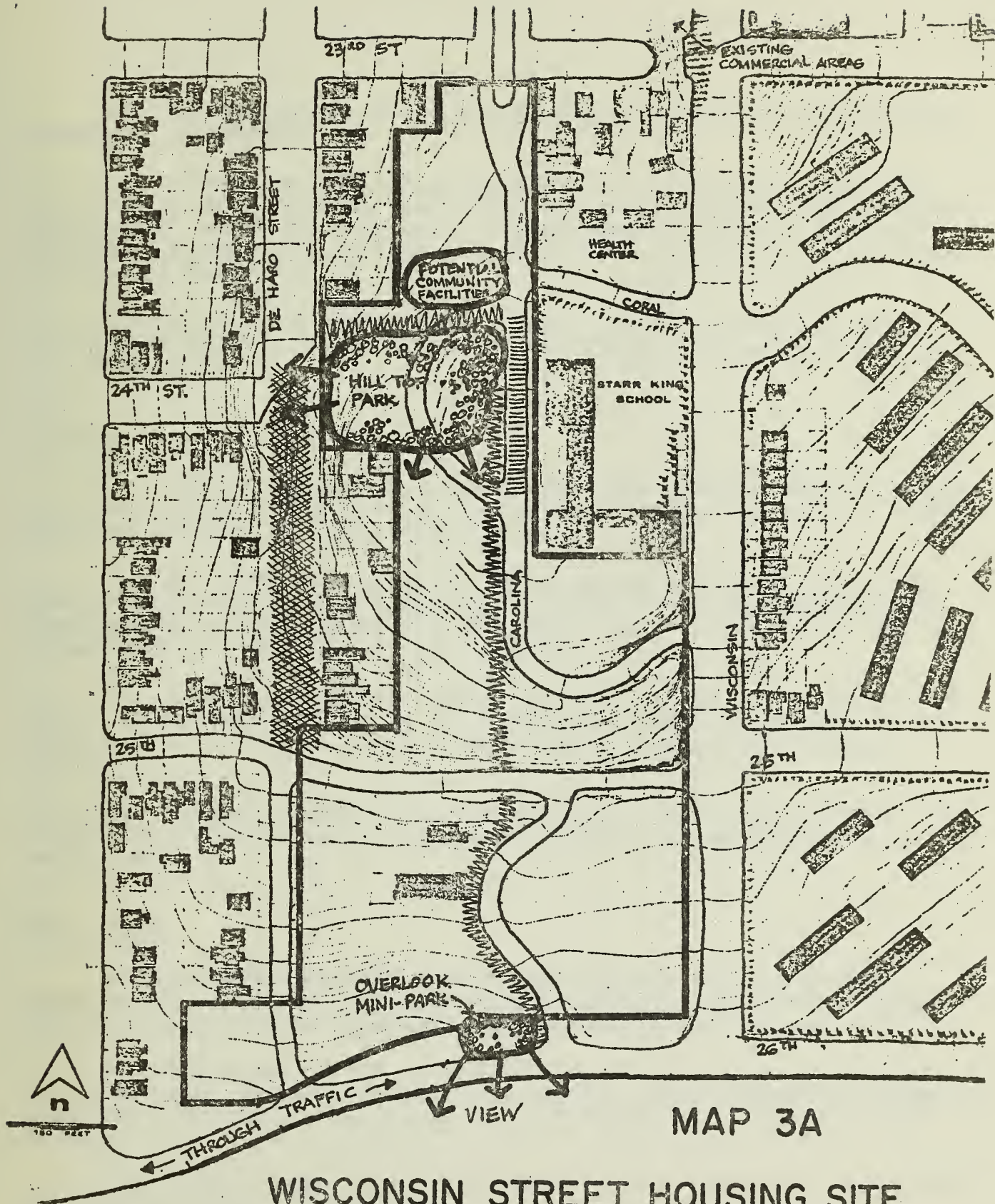
7. Wisconsin Site Development

A set of development guidelines that is broadly supported by the Potrero Hill community can contribute significantly to facilitating the reuse of the Wisconsin Street site. The guidelines should be used by the City's Real Estate Department to solicit potential sponsors for the site. The sale of the Wisconsin site should be conditioned on expeditious development of the site based on the established guidelines. Public hearings and approval by the City Planning Commission will be required before development can begin. The approval should be based on satisfying the following development guidelines:

Land Use

(1) The principal land use of the site should be devoted to economically-mixed housing for families. To the greatest extent possible, housing should be developed for individual or cooperative homeownership.

(2) Approximately 10% of the site should be devoted to publicly accessible open space. A public park of approximately one acre should be provided at the top of the site, across from Starr King School to preserve the major views from the hill.



WISCONSIN STREET HOUSING SITE

SCHEMATIC SITE PLAN

- ~~~~~ PEDESTRIAN LINK
- ||||| CONTROLLED ACCESS STREET
- ||||| STREET RECONSTRUCTION
- ↓ ↓ VIEWS TO BE PROTECTED

(3) The area west of the Health Center should be reserved for community facilities.

(4) Commercial facilities should not be included within the Wisconsin site. Instead, commercial activities serving the proposed development should be located in the commercial areas at 23rd and Wisconsin Streets and at 20th Street in order to reinforce existing facilities there.

(5) Major site improvements, including the removal of concrete foundations, should be undertaken during the early phases of the development.

Housing

(6) Housing should be economically integrated including a substantial amount of dwelling units for lower-income households (earning less than 80% of the median income).

(7) The development should maximize the number of three and four bedroom units. Where desirable, housing for the elderly and handicapped persons (developed with government subsidy) may also be integrated with the overall development.

(8) Approximately 175 family units should be developed on the site. This density is equal to 1 unit per 2,500 square feet of lot area, which is similar to the single-family residential zoning district.

(9) To the greatest extent economically practical, housing should incorporate energy conserving systems and construction techniques.

Open Space

(10) The major hilltop site should include as part of the development a sitting area and a small tot lot. Pedestrian access should be provided from DeHaro, Carolina and Coral Streets.

(11) A minimum of 45% of the developable lot area (excluding the hill top park) should be usable open space. This standard corresponds with the open space requirement for the proposed residential districts.

(12) Private open space, courtyard, decks, balconies, should be provided for each housing unit.

(13) Common open space should be landscaped and provided with benches, shelters and other amenity items.

Urban Design

(14) This site should be developed as a "planned unit development" which would provide flexibility in the siting of buildings and open space. City Planning Commission review would be required through the conditional use procedure.

(15) Development should relate to the scale and character of the surrounding area. House-like buildings (row-housing) should be encouraged and integrated with existing patterns. Any large buildings should be modulated and articulated in form to reduce apparent mass.

(16) Facade treatment should be varied and interesting, to eliminate any "project" image. Facade materials should harmonize with existing private development in the area.

(17) Large visible retaining walls should be avoided; however if necessary, they should be landscaped and/or articulated to reduce appearance of massiveness.

(18) Buildings should be sited to allow for maximum view from the top of the site.

(19) Development on the site above the plane of vision established by this viewpoint should be limited. Penetration of this plane should be allowed **only** when structure does not detract from the major viewpoints.

(20) Building mass on the slope should blend and follow the slope of the site. Cut and fill operations should be kept to a minimum.

(21) 26th Street should serve as the major circulation street for this part of the neighborhood. Improvement of 25th Street and Carolina Street, along Starr King School should not encourage fast, through traffic.

(22) A strong pedestrian link that traverses the middle of the site in the north/south direction should be provided.

(23) Existing street patterns should be retained. Where necessary, streets may be modified to provide on-street visitor parking.

(24) Portions of Carolina Street, between 23rd and 26th Streets, not needed for traffic circulation or underground utilities should be vacated and included as part of the developable area.

(25) Sidewalks and street trees should be provided along all streets.

(26) DeHaro Street between 23rd and 25th Street should be improved as a split-level street. Design and official grades have already been established by the Department of Public Works.

(27) Vehicular access on 26th Street should be kept to a minimum.

(28) Off-street parking should not be visible from any public right-of-way or adjacent properties. Curb cuts should be kept to a minimum.

(29) To the greatest extent permitted by the terrain, the site should be accessible by persons in wheelchairs.

CHAPTER TWO: RECREATION AND COMMUNITY FACILITIES

Problems and Needs

Adequate recreation and community facilities contribute significantly to the quality of life in a neighborhood. On Potrero Hill, there are 17 acres of publicly-owned recreation space serving approximately 10,000 residents.

The Recreation and Park Department facilities in the community are Jackson Playground (serving the Mission District also); McKinley Square (not well developed nor maintained); and the Potrero Hill Playground and Recreation Center, an excellent facility serving the southern parts of the Hill.

The Port Commission, assisted with strong community support and federal matching funds is developing a small waterfront recreation area at the end of 24th Street, adjacent to Warm Water Cove. This area will be expanded with Proposition J funds. Another waterfront recreation area that has recently been developed is Aqua Vista Park at Central Basin.

Although the recreation facilities on the Hill are more plentiful than in some neighborhoods there is a clear need to increase the use of existing facilities through more maintenance and additional programs that meet the needs of residents, especially women (with young children), elderly, and handicapped persons. There is a major recreation deficiency in Lower Potrero Hill where no permanent recreation facility exists. Another outstanding need is for a public swimming pool.

Public service facilities in the community are a branch library with limited hours and in need of some basic maintenance, a new health center, nearby General Hospital; Potrero Terrace Children Center, Potrero Hill Nursery, and the Southeast Police Station which was retained only as a result of intense community pressure. Privately-owned community facilities include the Potrero Hill Neighborhood House, a multi-purpose center located on top of the hill; Head Start, which is located at St. Teresa Church; and the Farm, located at Army Street and Potrero Avenue.

An assessment study of needs for multi-purpose neighborhood centers among City lower-income neighborhoods was prepared for the Department of City Planning in late 1975. The study identified Potrero Hill as being in need of such a facility, particularly one that will serve Lower Potrero Hill where community services are not readily accessible.

There are two private non-profit cultural facilities serving the community, the Julian Theatre and the Artists In Response (AIR) facility. The Julian Theatre is scheduled for renovation with Neighborhood Arts Program funds. The AIR facility provides space for community gallery display and cultural activities. Expansion and renovation are needed for this facility.

Proposed Strategies and Improvements

The following improvement projects and implementing actions are recommended to meet Potrero Hill's need for community and recreation facilities.

A. MAXIMIZE USE OF EXISTING COMMUNITY AND RECREATION FACILITIES

1. Potrero Hill Recreation Center:

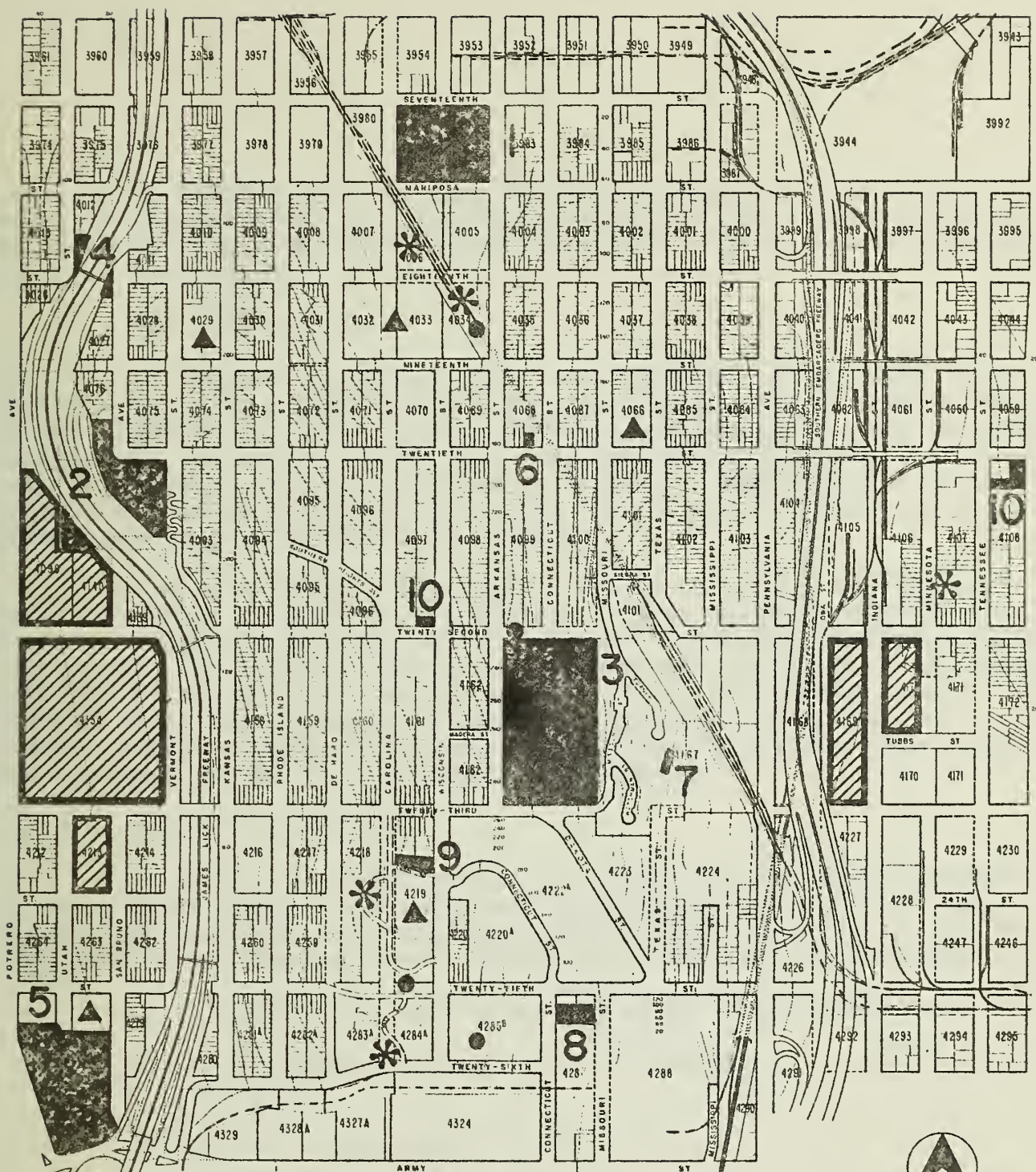
During the last two years, \$140,000 of Community Development and Open Space funds has been allocated to renovate the building and playground. Additional needed improvements include providing more sports equipment (with emphasis on serving the needs of women), replacing the outdated equipment at the northwest children's area, and a more identifiable dog-running area (with appropriate direction signs).

The greatest needs in the Recreation Center are for more maintenance of building and grounds and a greater variety of recreation programs, particularly those oriented toward women. A higher operational budget for the Recreation and Park Department should be allocated to meet these needs.

2. Jackson Playground:

In 1975, \$170,000 was allocated to Jackson Playground to provide for better night lighting and to renovate the children's play area. Additional shielding of the night lighting is needed to minimize disturbance to nearby residents.

In addition, \$200,000 has been allocated from the 1975 and 1976 Community Development Program to replace the deteriorated building with a modern facility suitable for housing recreation programs for disabled people. The proposed project has raised concerns among many local residents regarding the lack of a feasibility study to determine whether it is more prudent to rehabilitate the existing building that will meet the needs of handicapped persons and local residents. Residents claim that insufficient community input in the project has



MAP 4

PUBLIC COMMUNITY FACILITIES

- | | |
|-------------------------------|------------------------------|
| 1. Jackson Playground | 8. Potrero Children Center |
| 2. McKinley Square | 9. C.G. Clark Health Center |
| 3. Potrero Recreation Center | 10. Police/Fire Stations |
| 4. Fallen Bridge/Benches Park | |
| 5. The Farm | ● Community Gardens |
| 6. Potrero Branch Library | ▲ Schools |
| 7. Potrero Nursery | * Potential Recreation Sites |
| | ▨ Other Public Facilities |

resulted in plans for a building that is inadequate in size and is lacking accommodation for many indoor sports. Alternatives for the building are currently being explored by the residents and Recreation and Park Department.

3. McKinley Square:

The community garden that was developed on the north part of the site is no longer being adequately maintained. Efforts should be made to secure a replacement community gardener or local volunteers to maintain the garden. Two rows of windbreak should be planted to provide protection and comfort to park users. Additional sitting areas, located to maximize the beautiful panoramic views should be installed for the enjoyment of visitors.

The attachment of basketball hoops on nearby telephone poles indicates a need for a basketball court within the area. It is proposed that the north end of the park be developed into a basketball court. It is also possible to extend the east end of the Square onto the sidewalk and street to enclose a new basketball court. The partial vacation of Vermont Street would not create additional traffic problems since that end of the street is already restricted by the curlycue street configuration (see drawing).

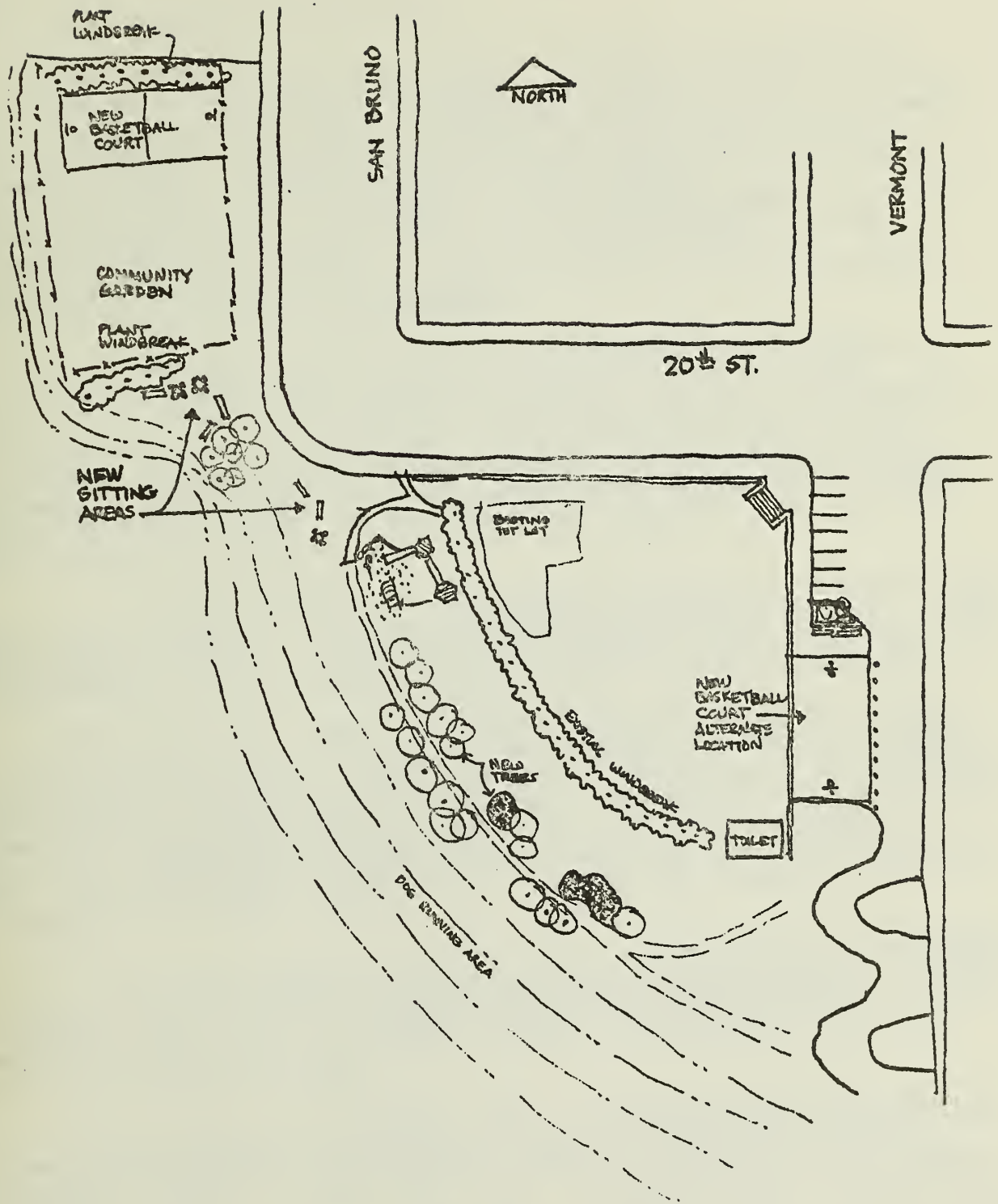
4. Community Gardens:

Community gardens provide an unique way for many residents to enjoy open space. Wherever community gardeners (CETA or volunteers) are available, new vegetable gardens and landscaping may be developed on unoccupied land. Potential sites include (see Map):

- a. Arkansas and 18th Street (abandoned railroad land).
- b. The Wisconsin Street site (adjacent to Starr King School).
- c. DeHaro Street and Southern Heights.
- d. The Waterfront areas.
- e. The public housing yards.

5. The Farm:

Acquisition of land (former Knudsen Property) adjacent to The Farm has been completed with Open Space Acquisition and Park Renovation Funds. Planning for recreation opportunities and improvements at this large site is currently in progress. Potrero Hill residents should take an active role in planning and supporting innovative recreation development that relates to the activities on The Farm.



DRAWING 'B'

McKINLEY SQUARE

6. Other Community Facilities:

Improvement of existing private community facilities is often needed to bring them up to health and safety standards or to make the facilities more usable. Requests for Community Development funding to improve these facilities are made with these criteria: (1) primarily serve low and moderate-income persons; (2) are open to the public at nominal or no charge; (3) are multi-purpose in nature; (4) have substantial past experience and have evidenced a capacity to continue providing services to the public on a long-term basis; (5) have limited financial resources; and (6) require improvements essential to meeting code requirements.

(i) The Neighborhood House - The Neighborhood House is a heavily used facility that provides a variety of needed social services. The facility has received previous Community Development funds for code-related renovations. It is expected that renovation of the kitchen (with wheelchair access) will be undertaken in the 1978 Community Development Program. Additional improvements needed include additional removal of architectural barriers a new heating system, and other code-related work.

At the east end of the Neighborhood House facility is a building that houses the Mission Child Care Consortium Program. This building needs plumbing, electrical, and kitchen rehabilitation work. A fire sprinkler for the entire structure may also be necessary.

(ii) The Farm - This crossroad facility serves the Potrero Hill, the Mission, and the Bernal Height communities with a variety of activities. Innovative and basic activities relating to environmental education, conservation techniques, gardening, and cultivation of community arts (performing, music, and visual) are provided. A broad range of recreational and leisure time pursuits, including elderly and handicapped programs are offered with vocational development programs.

It is expected that the main structure will be rehabilitated with funds from the 1978 Community Development Program. If The Farm expands into nearby buildings, additional rehabilitation work (electrical, plumbing, structural and exit requirements) will be needed for those structures.

(iii) Artist in Response (AIR) - AIR currently provides art programs and workshops in a building rented from private owners. Improvements needed to expand the use of the facility include additional fire exits and a roof deck area. It appears that the Neighborhood Arts Program might be the most appropriate source of funding for these improvements. Community Development funds may also be available if the criteria established for rehabilitation of multi-purpose neighborhood centers are satisfied.

B. PROVIDE NEW COMMUNITY AND RECREATION FACILITIES

Not all of the community's needs can be met by existing facilities and new facilities should be provided. Lower Potrero Hill represents the area most in need of new facilities.

7. I.M. Scott Playground:

Approximately 15,000 square feet of playground space is available for immediate use after some repairs. Potential improvements include resurfacing the yard, adding more play equipment, providing a tot lot, installing a sheltered sitting area, and planting trees.

The playground should be transferred from the school district to the Recreation and Park Department and renovated with Community Development funds. (See Drawing C for possible recreation improvements).

8. I.M. Scott Neighborhood Center

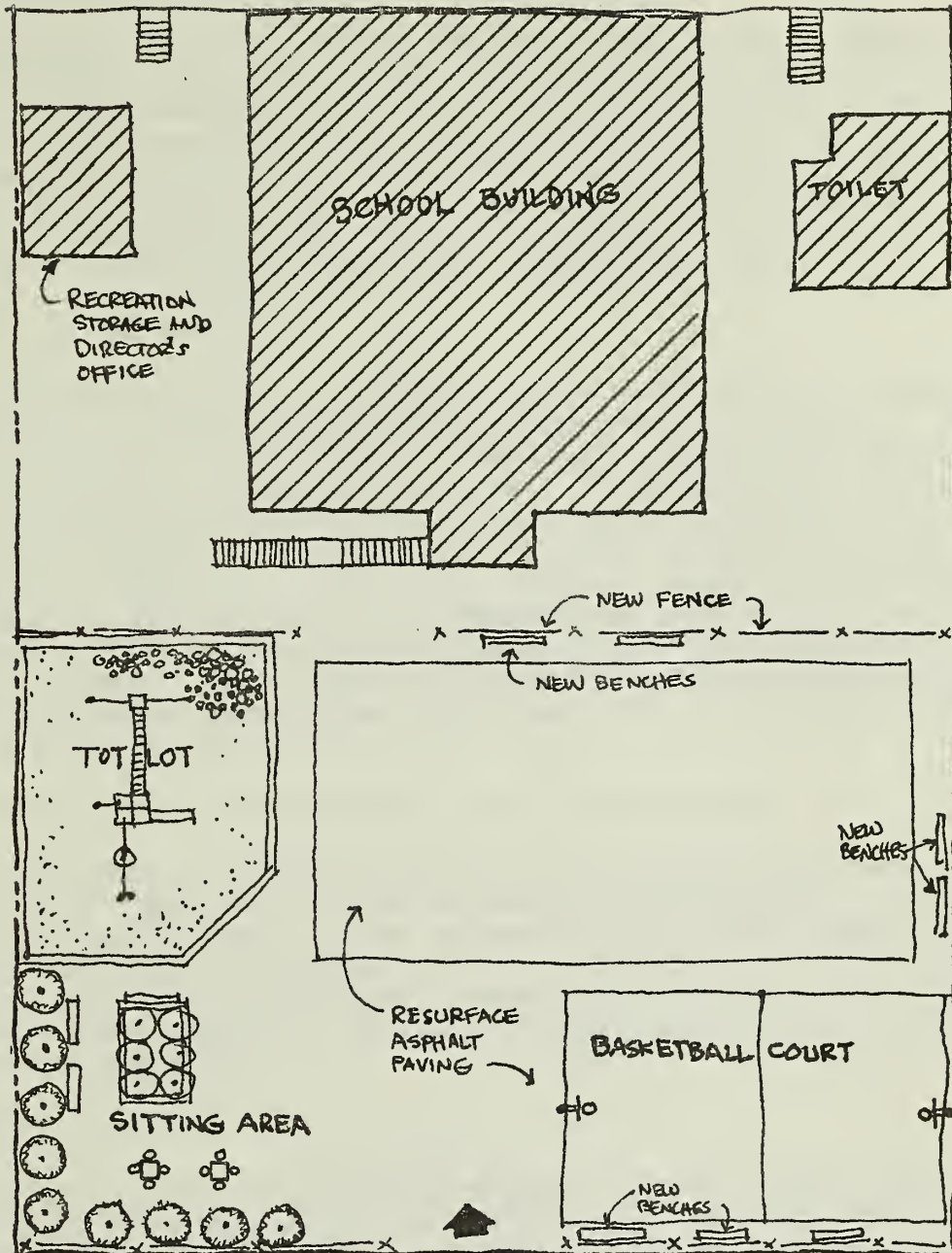
The abandoned I.M. Scott School building should be reused by the community to provide neighborhood services such as employment training, job referrals, day care, recreation, and meeting space. A total program package for establishing a neighborhood center should be developed by a local organization. This package should include (1) the programmed use for the facility; (2) methods for financing the repair and renovation; (3) commitments by service agencies to locate needed programs in the new facility; and (4) the local administrative and management structure to operate and maintain the facility.

Establishing a neighborhood center without previous experience and a long history of funding is a very difficult task. Joint ventures, perhaps with the Potrero Hill Community Development Corporation, should be considered during the center's initial years of operation.

Last year's fire substantially damaged the roof and upper floor, causing the entire building to be unsafe for occupancy. Various sources of funds should be sought to repair the fire and water damage and to bring the building into usable condition.

◀ NORTH

TENNESSEE



MINNESOTA

DRAWING C

I.M. SCOTT PLAYGROUND

C. PROVIDE NEW WATERFRONT RECREATION FACILITIES

The Recreation and Open Space Element of the City's Master Plan calls for providing new public parks and recreation facilities along the shoreline. The eastern shoreline, from Aquatic Park to the County line is deficient in publicly accessible shoreline open space. This area however has great potential for new open space that will meet the recreation needs of Potrero Hill and other neighborhoods. As proposed in the Master Plan, the following sites should be developed as new waterfront recreation facilities. (See Map 5).

9. China Basin Channel:

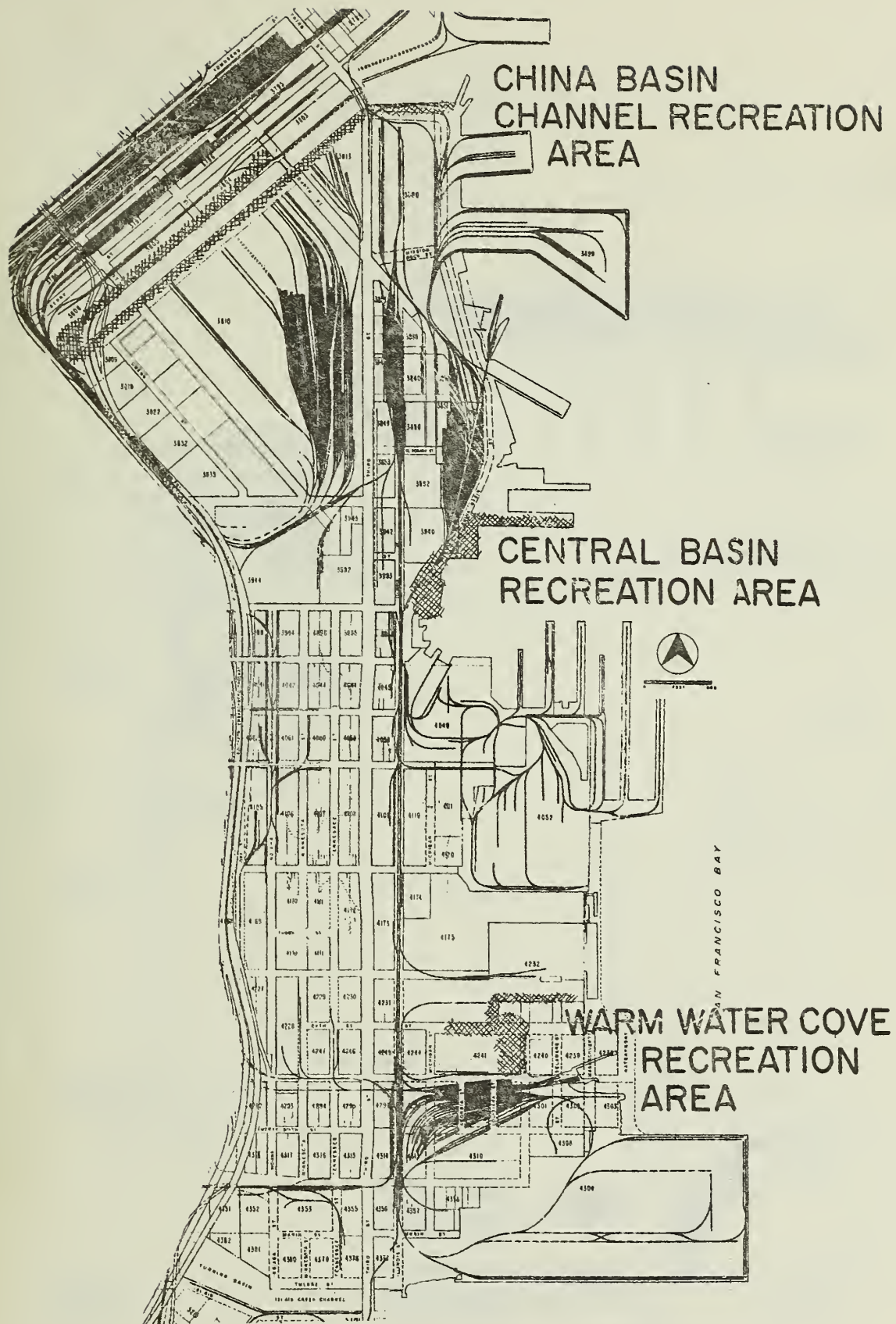
The Master Plan has identified nine acres of open space along the Channel to be developed for maximum public access. The first stage focuses on improving the channel's south side from Fourth Street eastward to the ferry slip. Continuing pedestrian access and expanded recreation activities should eventually be provided around the Channel. Development should be park-like with maximum water access, including areas for sitting, viewing, and fishing. Portions of this Plan are being implemented as part of the Waste-water Management Program (the pump station includes pedestrian access at the water's edge). Funds from the Community Development Program (NIIP and Bicentennial funds) are being used for public improvements adjacent to the houseboat mooring.

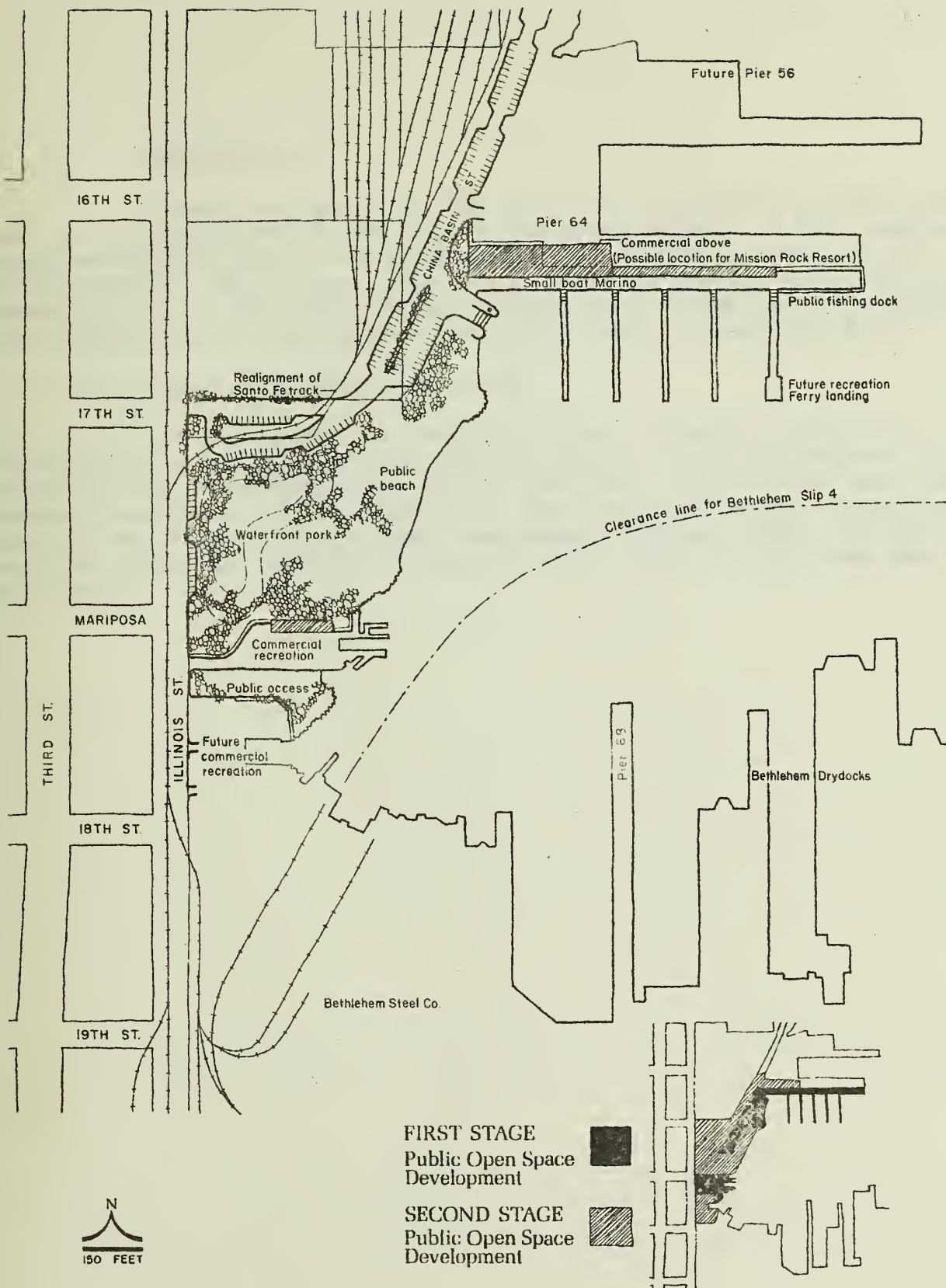
10. Central Basin (between 16th and 18th Streets)

A small shoreline sitting area and fishing pier next to the Mission Rock Resort Restaurant has already been developed. Expansion of this park was envisioned in the Recreation and Open Space Programs report published by the Department of City Planning in 1973. (See drawing D). A marina and additional pedestrian access on the now vacant Triple A pier should be explored as the next phase in the development of Central Basin.

11. Warm Water Cove

The first phase of the development of Warm Water Cove undertaken by the Port Authority and Recreation and Park Department includes improvement of 24th and Maryland Street rights-of-way and shoreline for fishing access. Future phases funded under the City's Open Space Program may include a picnic area and additional fishing facilities.





DRAWING D

CENTRAL BASIN RECREATION AREA

PROPOSED IN THE RECREATION AND OPEN SPACE PROGRAMS-July 1973

12. India Basin

A major new park at the sheltered cove area of India Basin has been recommended in the "South Bayshore Plan". A boat marina, a large waterfront park, and commercial recreation activities are envisioned for this area. Transit service should be provided from Potrero Hill to the proposed recreation area, possibly by extending the #19 Polk bus line through the India Basin Industrial Park.

13. Candlestick Shoreline Park

The Candlestick Shoreline State Recreation Area is a potentially major public open space facility close to Potrero Hill. Recreation development planning for the area should have input from Potrero residents who will benefit from its proximity. Once development of the Shoreline has been completed, frequent Muni transit service should be provided between Potrero Hill and the new Recreation Area.

CHAPTER THREE: NEIGHBORHOOD ENVIRONMENT

Problems and Needs

The physical environment has a significant effect upon the satisfaction and outlook of local residents. People wish to live in a pleasing and comfortable environment that is free from hazards, stress, and physical deterioration. Basic needs of residents regarding their neighborhood environment generally are matters of health, safety, and comfort. The satisfaction of these needs contributes to an overall livability of the neighborhood. Efforts to improve the community should take account of the physical environment.

Potrero Hill has many environmental assets that significantly contribute to the overall livability of the neighborhood, however, several problems tend to detract from the Hill's overall charm. These problems can generally be attributed to neglect and indifference experienced in many parts of the neighborhood.

One of the major community concerns is the image of blight found in areas such as the Wisconsin Street site, private empty lots, and in the residential-commercial area of Lower Potrero Hill. Other concerns relate to the need for improving the appearance of the neighborhood environment particularly around the public housing projects. Unsightly utility wires and poles, and the general absence of street vegetation also contribute to a bleak and monotonous streetscape. There is a need for a greater "sense of a neighborhood feeling", particularly where industrial areas seem to blend with the residences. Some visual differentiation is needed to maintain neighborhood identity. This visual differentiation is most needed at major neighborhood entrances.

There is a need to minimize conflict between industrial activities and nearby residential areas. Noise and odor pollution are some of the most common problems. Railroad tracks and unused industrial land also detracts from the overall livability of the nearby residential areas.

Maintenance is a major problem throughout many parts of the neighborhood. Ground areas within public housing projects require more frequent attention. Commercial streets, particularly those in the Lower Potrero Hill community are in great need of regular maintenance from the City.

Proposed Strategies and Improvements

A. UNDERTAKE PHYSICAL IMPROVEMENTS IN OUTDOOR AREAS

The physical upgrading of outdoor areas - streets, sidewalks, school yards, public housing grounds, and vacant lands - can contribute significantly to the overall revitalization effort of the neighborhood. Improvement of the outdoor areas produce a broad and positive impact that instills pride in the neighborhood. Public improvements should stimulate actions in the private areas such as housing rehabilitation and maintenance of private lots. The following indicate the types of projects that would significantly improve the neighborhood environment.

1. Street Trees and Landscaping

Planting street trees is one of the easiest and least expensive methods of enhancing the livability, amenity and character of the neighborhood. Major tree planting projects should be carried out, generally in the order of the following categories: (See Map 6).

(i) Residential areas: Tree planting in residential areas will have the greatest impact upon people living there.

(ii) Business areas: Beautification in these focal points of the neighborhood would have broad community benefits.

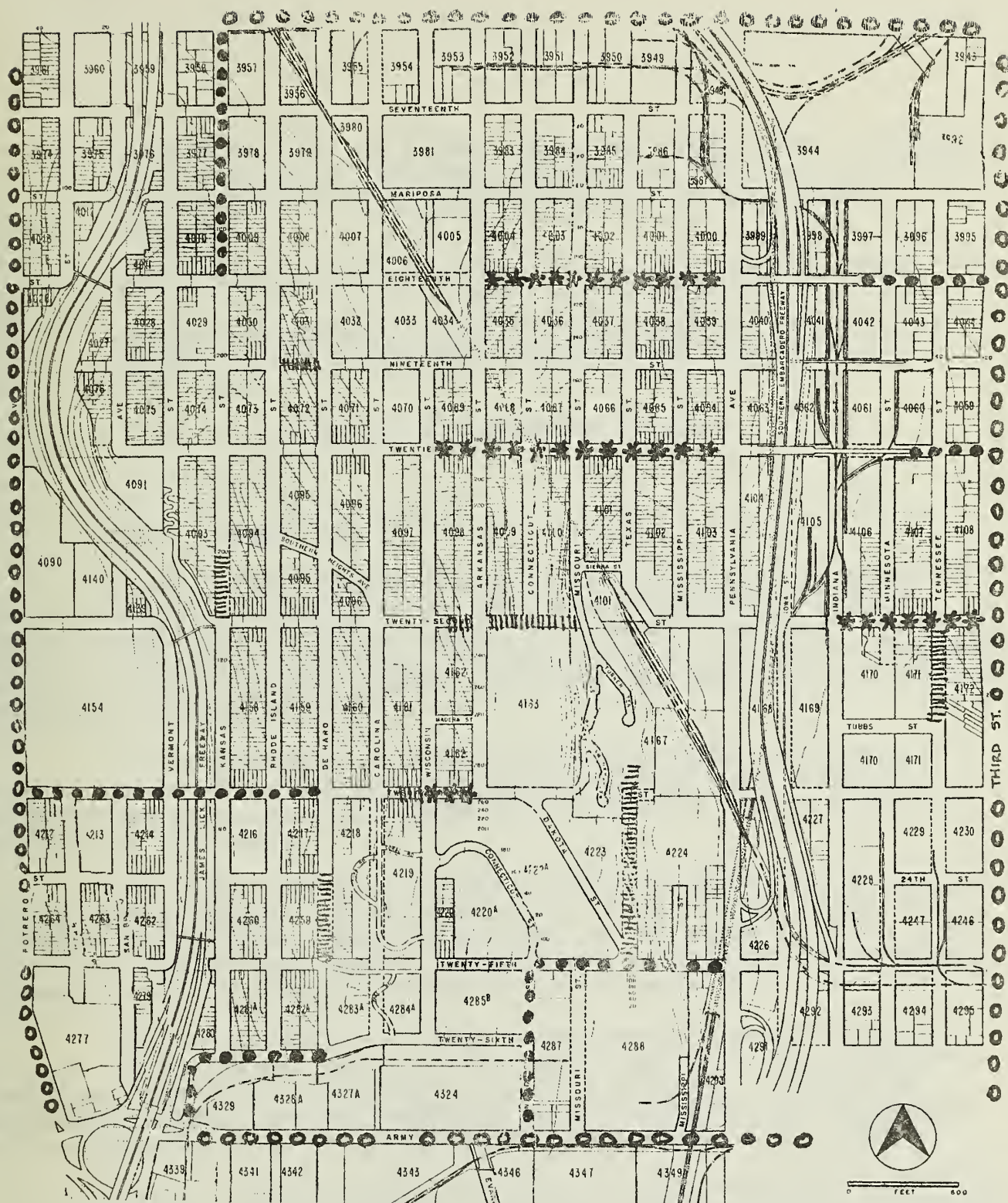
(iii) Neighborhood entrances: Special theme trees would serve to announce the neighborhood entrances and help create a sense of community identity.

(iv) Surrounding thoroughfares: The lack of trees or landscaping plus the high volume of traffic, noise, and pollution contribute to the negative appearance of these areas. The consistent use of one type of tree, planted at regular intervals, can impart a sense of order and continuity appropriate for major thoroughfares while reinforcing the edges of traditional neighborhood boundaries.

2. Potrero Terrace and Potrero Annex Outdoor Improvements

Much is needed to improve the exterior appearance of the public housing buildings and grounds. Potential improvements include:

- wall murals, painted on ends of buildings near entrances to the projects;
- wooden benches and sitting areas with tables and trellis installed throughout the area;



MAP 6

STREET TREES

- ***** Shopping Areas
- Neighborhood Entrances
- Thoroughfares

STREET ASSESSMENT DISTRICTS

- innovative tot lot areas. The yard between two buildings is sufficient to provide a children's play area. A large tot lot should be developed adjacent to the Potrero Nursery;
- additional community gardens, located almost anywhere;
- playground equipment such as basketball and volleyball courts. Half courts only requires 800 square feet of flat land;
- trees and landscaping throughout the area.

(See Map 3).

3. School Outdoor Areas

Outdoor school activities can be expanded and the yards made more attractive with improvements such as an innovative climbing structure/sand area, colorful murals, and trees. The Buena Vista School on 25th Street is a good example of how a yard can be improved. The yards of other grade schools in Potrero Hill can also be improved with similar design elements.

(i) Patrick Henry -- A play structure/sand area should be built at the south end of the yard on one of the upper terraces. Murals can be painted on the large retaining walls at the south and east ends of the yard.

(ii) Daniel Webster -- A play structure/sand area should be built at the southeast corner of the yard on the lowest terrace. Approximately 28 trees should be planted in the sidewalk where tree-wells have already been formed. Murals can be painted on the retaining walls along the south and east sides of the yard.

(iii) Starr King -- A play structure/sand area should be built on the northwest corner of the yard. Approximately 30 trees should be planted along the three street frontages. If there is continuing support for the community garden activity, new vegetable soil beds should be built on the vacant land south of the school.

(iv) St. Teresa (Headstart) This private non-profit facility currently houses the Potrero Hill Headstart Program with 90 children. A playground (off Connecticut Street). Raised vegetable garden beds could also be installed to provide an outdoor learning environment for children.

(v) Potrero Terrace Children Center - Raised vegetable garden beds should be built at the east end of the yard to expand the outdoor activities.

4. Underground Utility Districts

The visual appearance of residential streets would be improved by the removal of overhead utility wires. The City currently coordinates an utility undergrounding program that is mostly implemented and funded by utility companies. Petition from a majority of property owners for establishing an undergrounding district must be submitted to the Department of Public Works in order to initiate the process. Potrero Hill's commercial streets should have a high priority for undergrounding since they represent the centers of many community activities and gathering.

5. Street Assessment Districts

Certain unpaved or inaccessible streets such as DeHaro Street between 24th and 25th Streets and Tennessee Street between 22nd and Tubbs Streets have never been improved to City standards and therefore are not accepted for public maintenance. Streets too steep for vehicles should be improved with pedestrian stairways. Procedures for improving "unaccepted" streets involve a street assessment district where all adjoining property owners contribute to the initial construction of the street. New districts, initiated by owners of a majority of the street frontage, must be approved by the Board of Supervisors. (See Map 6 for locations of unimproved streets).

6. Landscaping and Maintenance of Railroad and Utility Land

Debris accumulated on railraod and utility lands become health and safety hazards. Land that appears to be abandoned encourages illegal dumping. Proper maintenance, removal of abandoned rail lines, landscaping and/or screening of these open areas would improve the general appearance.

The two large storage tanks to the west and to the south of Potrero Hill should be painted in a way that minimizes their distraction.

B. SECURE HIGHER LEVEL OF MAINTENANCE IN THE NEIGHBORHOOD

In conjunction with the volunteer organization called San Franciscans for a Cleaner City, neighborhood groups should initiate cleanup efforts and secure greater public commitment for maintenance. Local efforts to maintain the neighborhood should be coordinated with the recycling projects.

7. Joint City and Community Clean-up Campaign

Joint projects by community groups, the City, and the San Franciscans for a Cleaner City organization may include:

- sponsoring semi-annual dumpster days;
- organizing cleanup projects on parks, vacant lots, littered streets, and public housing grounds.

8. Additional Street Sweeping Service

Additional regular street sweeping service is needed in all commercial areas and at Hill entrances such as Ninth and Townsend Streets. The anti-litter campaign should encourage regular maintenance of sidewalk areas by property owners and residents. The current practice of dumping debris on vacant lots should be discouraged.

9. Recycling Projects

Local recycling projects contribute to a cleaner environment by motivating people to discard less and inspiring the community to be more concerned with the environment. The recycling projects may involve regular collecting of waste products from homes and businesses or at various drop points. The sales could generate enough revenue to maintain the service after the initial investment of vehicles, space and labor.

CHAPTER FOUR: COMMUNITY SAFETY

Problems and Needs

San Francisco is surrounded by major active earthquake faults. Future earthquakes capable of producing great damage are inevitable. The possibility of structure failure and utility breakage present great hazards and problems to life safety. It is therefore important to minimize hazards to life safety through preventive measures.

Emergency operation planning and preparation are essential for saving lives, caring for the injured, and re-establishing services that are essential to meet the immediate needs of the community. Unfortunately, the average resident in Potrero Hill knows very little about earthquake preparation or what to do after major disaster occurs. There is a need to inform people about pre-disaster preparation, post-disaster responsibility, and alert them to the area's potential earthquake hazards and local resources for assistance.

Another major community safety issue raised by Potrero Hill residents is the crime problem, or personal safety. It has been recommended that an active citizen participation program such as Safety Awareness is For Everyone (involving block organization to increase neighborhood awareness and cooperation) be undertaken with the local enforcement agencies. The implementation of such a recommendation is outside the jurisdiction of the Department of City Planning and should be more appropriately planned and administered with the Police Department. Traffic safety issues that were raised are covered under the "transportation" section of this report.

Proposed Strategy and Improvement

A. PROVIDE FOR CONTINUING PUBLIC EDUCATION AND PREPARATION REGARDING EARTHQUAKE HAZARDS AND EMERGENCY PROCEDURES.

Public education and preparation regarding earthquake hazards could contribute significantly to the reduction of personal injuries and property damage at relatively little cost. This strategy should be strengthened and expanded to ensure that the maximum number of residents are well informed and prepared.

1. Public Information Program

A comprehensive public information program regarding earthquake and other natural hazards should be designed to reach every resident through a systematic approach. Currently the San Francisco Office of Emergency Service has useful information that is available upon request. Information should be distributed more broadly through schools, the Potrero Branch Library, other community facilities, and through local newspapers.

CHAPTER FIVE: ECONOMIC DEVELOPMENT

Problems and Needs

The general livability of the community depends in great part on the economic factors such as employment rates, income levels and distribution, education and skill level of workers, employment and job training opportunities, amount of private investments and the health of the local economy. The economic well-being of the Potrero District is of major importance to the City and to the area's residents. An increased tax base would improve the fiscal structure of the City and would help relieve the pressure exerted upon residential property owners to support essential public services. Also, better employment opportunities would encourage people to reside and work in San Francisco, purchase homes, shop, and support City services.

In the Potrero District, a high unemployment rate and a large number of unskilled workers contribute to a depressed economic situation. Employment in the Potrero industrial areas has declined significantly during the last 10 years, particularly in the areas of manufacturing and wholesaling activities. Currently much of the industrial area in the Potrero District is underutilized, resulting in a general environment of poverty and neglect. The decline of heavy industrial or manufacturing activities in the Potrero District has severely depressed the area.

Much of the neighborhood commercial activity on Potrero Hill is located on the two short shopping strips on 18th and 20th Streets which serve the north and central parts of the Hill. There is no shopping area convenient to the housing on the south and east sides of the Hill. These areas are served by a few "mom-and-pop" grocery stores. There is a clear need for a greater variety of neighborhood-oriented commercial facilities to reinforce existing commercial areas. There is also a need for an inexpensive market conveniently located to serve the tenants in the two public housing projects.

Proposed Strategies and Improvements

The following strategies and improvements are recommended for promoting and achieving economic well-being for the Potrero District and its residents.

A. PROMOTE A VIABLE ECONOMIC CLIMATE THAT SUPPORTS ECONOMIC DEVELOPMENT OF THE POTRERO HILL DISTRICT AS WELL AS THE CITY.

A viable economic climate is essential for promoting the Potrero industrial area as a desirable location for new firms or expansion and retention of existing ones. Business firms rely heavily on policies and attitudes of the local government in making major decisions. Public actions (such as the establishment of an "adult entertainment" district) that result in making Potrero District a less desirable area for private investment should be avoided. The City should therefore use its power and influence to promote a stable economic climate that will mobilize private capital in the revitalization of the Potrero Industrial District.

1. Economic Revitalization Support

The City should support the revitalization efforts of the Potrero Hill community through measures such as:

- coordinating economic development activities with local groups such as the Potrero Hill Community Development Corporation, an organization formed to promote development of community-based businesses;
- applying for federal and state financial resources such as EDA loans and grants, SBA 502 assistance program, etc.;
- increasing public services such as police and fire protection, street maintenance, transit in industrial areas;
- adopting programmatic actions such as tax incentives that support economic development efforts;
- monitoring land use activities and providing information on current trends and development;
- promoting private financial resources such as bonding;
- maintaining a receptive ear to the needs of private industry;
- facilitating expeditious review of new economic development projects;

- assisting in the expansion of job training and retraining programs that will increase opportunities for the Hill's and City's unemployed and unskilled labor force;
- reviewing zoning districts and standards to ensure appropriate controls for the area;
- including representatives from Potrero Hill in the following important committees: Citizen Committee for Community Development, Economic Development Council, and the Overall Economic Development Program Committee.

B. PROMOTE REUSE AND REHABILITATION OF THE UNDERUTILIZED COMMERCIAL AND INDUSTRIAL FACILITIES AS WELL AS THE RETENTION AND EXPANSION OF EXISTING ACTIVITIES.

Revitalization of underutilized industrial land, warehouses, and factories in the Potrero District would provide increased employment opportunities and expand and diversify the City's tax base.

The retail needs of Potrero residents are presently not fully met. The commercial areas serving the Hill could benefit from physical upgrading to increase their attractiveness to residents, to improve neighborhood quality, and to encourage new and more viable businesses to locate in vacant or marginal commercial space.

2. Potrero Industrial District Improvement Plans

Improvement Plans for various subareas in the Potrero Industrial District should be prepared with the purpose of facilitating the reuse of vacant lands and buildings and to promote retention and expansion of existing viable activities. The Plans should include in-depth analyses of existing land use activities and trends, problems and needs, resources, opportunities, and alternative uses. Detailed strategies and programs of actions (regarding financing, administration, and marketing) should be proposed for various subareas that will strengthen the economic base of the Potrero District. More specifically, the Potrero Industrial District Improvement Plans should undertake the following studies:

(i) Explore the economic feasibility and potential programs for consolidating railyards. Consolidating the three rail yards into one yard and removing unused tracks would free up significant parcels of land for industrial and other developments.

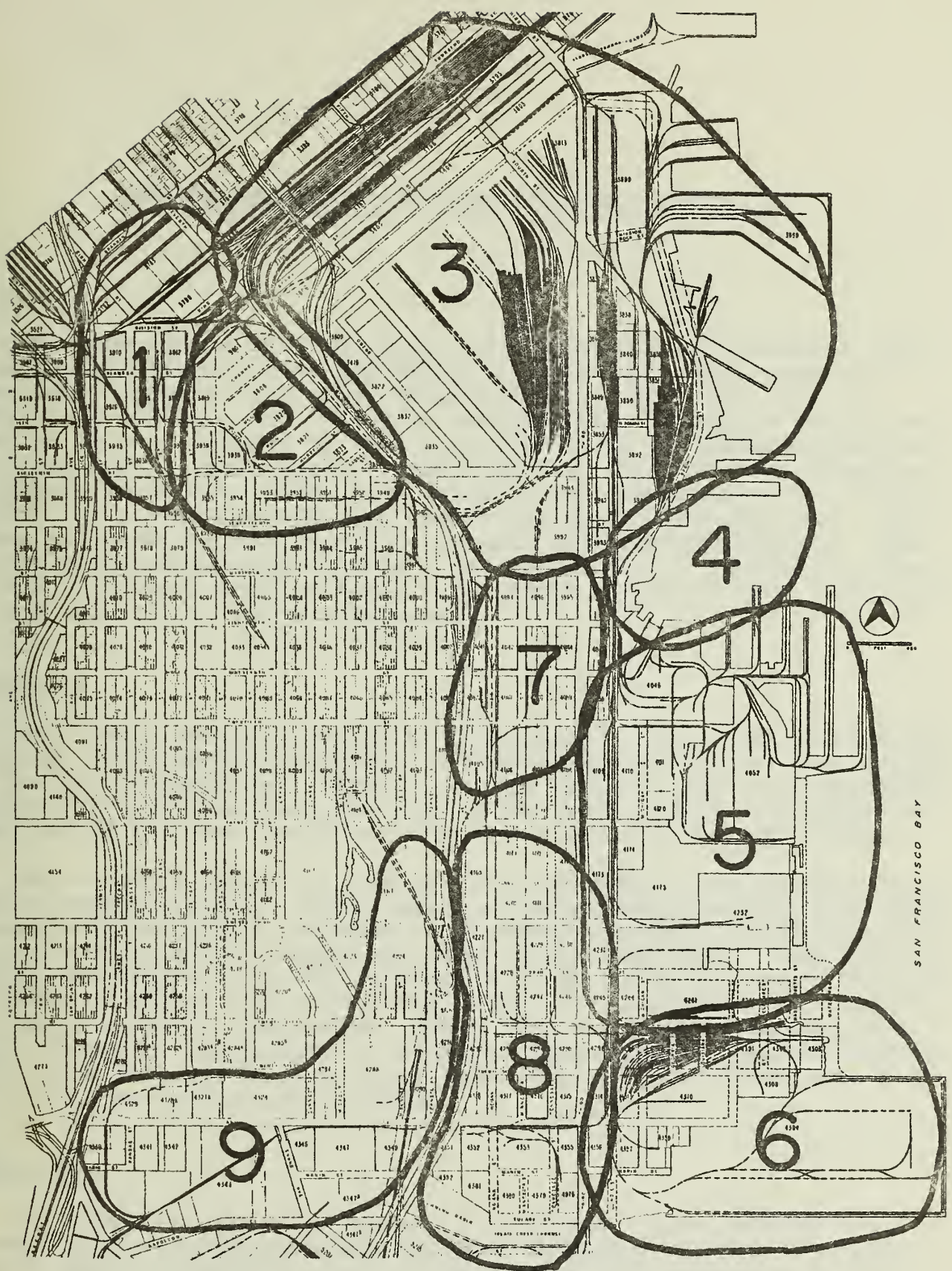
(ii) Explore the feasibility of developing "appropriate technology" industries. A great amount of interest has been expressed in the community for developing new industrial activities relating to energy conservation. These activities may include research and development, design and manufacturing, marketing and distributing, consulting, and job training.

(iii) Explore combining economic development activities with other neighborhood improvement programs. Programs to upgrade the physical environment such as housing development or rehabilitation should be coordinated and combined where feasible with programs to expand employment and training opportunities for local residents.

(iv) Explore the desirability of incorporating non-industrial uses such as housing. Major new housing developments in the industrial areas may be desirable in support of economic revitalization efforts. Where sites are not essential for industrial revitalization, they should be considered for new housing.

(v) Identify private and public actions necessary to meet the needs of design-oriented wholesaling activities in the northern industrial area. Interest and speculation in the Northern Potrero Industrial District makes this area susceptible to rapid changes. This industrial sub-area has clearly been established as an expanding center for designer-oriented wholesalers. A concentrated planning effort and public improvements should be undertaken in this sub-area to ensure that future development is carried out in an orderly manner which minimizes negative environmental impacts and maximizes benefits to the Potrero community and nearby industries.

(vi) Develop the most appropriate strategies for utilizing the SBA 502 and Office of Minority Business Enterprise (OMBE) Programs to assist the expansion and creation of industrial firms.



POTRERO HILL

MAP 7

POTRERO INDUSTRIAL DISTRICT SUB-AREAS

POTRERO INDUSTRIAL DISTRICT SUBAREA STRATEGIES

SUBAREA #1

The area around the "Showplace" has already been developed into a fashionable display area for designer products. The expansion of "Showplace" type of activities into vacant buildings and lots is expected to continue and should be encouraged. Assistance should be given to firms displaced by this expansion. Public improvements such as street and sidewalk paving, tree planting, utility undergrounding, and street furniture would make the area more attractive by transforming the environment from an industrial to a commercial one. Rail tracks are numerous and should be studied for possible removal. The lack of parking space has become a serious problem. Potential sites for new off-street parking facilities should be studied for public and private acquisition and development.

SUBAREA #2

This small subarea between the Showplace area and the residential community contains a broad range of industrial activities, firm sizes, and facility conditions. There is a high turnover rate of industrial firms which indicates that the area is not very stable. The physical condition of the area indicates that the area is slowly declining.

This subarea should be upgraded through public improvements and private rehabilitation. Also, existing vacant lots should be actively marketed and developed. Because this subarea borders the residential area, it should be encouraged for light industrial uses. The area is perhaps most attractive for the type of light industrial uses found in the South of Market area where many firms are leaving due to pressure of commercial office expansion. Firms that are leaving the South of Market should be encouraged to locate in this Potrero subarea. Several large firms that are already there provide stability to the area and they should be encouraged to remain.

SUBAREA #3

This large subarea was and still continues to be basically a transportation and distribution center. Southern Pacific and Santa Fe Railroads and the Port account for most of the land uses in this area. Southern Pacific's large freight yard is currently underutilized. Railroad activities in general have gone down rather sharply in the past few decades, and for this reason, consolidation

of the three railroad companies' operations in San Francisco should be seriously studied. By analyzing ownership patterns and rail operations of each line, a consolidation plan could be formulated that will make more efficient use of land while providing the same level of service. Consolidation would not only benefit the railroad operations directly but also yield substantial amounts of land for new industrial or other developments. A major residential development adjacent to China Basin Channel is a possibility, and its feasibility in the long run should be carefully studied.

The Port is currently moving the operations of Crown-Zellerbach to Pier 48 from the Northeastern Waterfront. Pier 50 is now used as a small scale bulk and container operation. This part of the Waterfront area is viable and should be continued, in maritime use. Additional commercial/recreational activities should be considered along the China Basin Channel.

There is also a substantial amount of vacant and under-utilized land between Third Street and the waterfront. This area should be developed for heavier and larger industrial uses through land assemblage. It has a good potential of once again becoming an active transportation-distribution, medium and large industrial development area. Some Port related activities should also be considered for areas adjacent to the waterfront.

SUBAREA #4

This small subarea is considered a primary site for a large waterfront recreation area. A small boat marina with related commercial uses at the former Triple A pier (#64) would be desirable as well as expansion of Aqua Vista Park to increase access and open space along the shoreline.

SUBAREA #5

This subarea is dominated by a few large firms, mainly Bethlehem Steel and P.G. & E. Between these two firms is the large Alvord property which is owned by the Port and is used for automobile transportation, storage, and distribution.

This subarea is most suitable for large and heavy industrial uses. Currently, the area has few public improvements. An improvement strategy for this subarea should combine private rehabilitation efforts with major public improvements, and aggressive marketing of the large vacant parcels.

SUBAREA #6

One-half of this subarea is utilized by the Port's Army Street Terminal. This terminal is relatively active as a container operation. The other half of the subarea is filled with small and medium size firms, many of which are trucking companies. A wide range of facility conditions exist in this area. There are several large vacant lots which provide opportunities for new development. Recent new development indicates the marketability of sites in this area. Dilapidated buildings should be rehabilitated or replaced and underutilized lots should be developed or redeveloped through private and public efforts. Selective public improvements can enhance the attractiveness of this well-located subarea for many transportation/distribution firms as well as some port and rail-related activities.

SUBAREA #7

This subarea is now basically light industrial in character with many small firms. The general physical environment of the area is fair to good. There are some dilapidated buildings in need of rehabilitation, especially in the south end of this area, near the housing. There are only a few vacant lots that need to be developed.

Conservation and rehabilitation should be the main strategy for improving this subarea. By assisting the existing firms and by renovating poor structures, this area should become an active center for small light industrial activities. Light industrial firms moving from the South of Market area could be located into this subarea.

The southern part of this subarea borders the Lower Potrero Hill community, and new industrial activities should be of the type that minimizes adverse impact on the residences. The recently remodeled Espirit de Corps clothing establishment is a good example of how industrial activities harmonize with housing.

SUBAREA #8

The successful modern light industrial park located in the center of this area, which currently gets one of the highest industrial rental rates in the City, indicates the potential of the area for increased industrial use. To the north and south of this industrial park are some dilapidated buildings and vacant and underutilized lots which should be actively marketed and redeveloped with private and public efforts. Existing firms located there are generally small to medium in size with medium to heavy industrial activities.

The southern part of the subarea should be rehabilitated to accommodate medium to heavy industrial firms. The northern part of the subarea should be encouraged for very light industrial uses. Major public improvements should focus on improving the streets for better accessibility and a more attractive environment. Streets within and around the industrial park should have more regular maintenance, particularly along the railroad tracks.

SUBAREA #9

This subarea is the most diversified area in the Potrero Industrial District. The area has traditionally been used for large and heavy industrial activities. Along Army Street, there are many new or rehabilitated buildings housing small scale light industrial activities, and a large maintenance yard of the Department of Public Works. In the northeast corner of this area there is a pocket of small and medium size industrial activities which seems to coexist with the nearby residential area. The many vacant lots in this northeast corner provide opportunities for new mixed residential/industrial activities. Development of these lots should be assessed in terms of housing needs, land use compatibility, and local industrial conservation efforts.

The central portion of this subarea which contains heavy industrial uses should be renovated. The large empty Soule Steel building could possibly be rehabilitated and subdivided as industrial condominiums or leasing space for several medium to heavy industrial firms. Failing this, the site should be cleared and new development sought.

The western portion of the subarea is in relatively good condition and, the existing uses should be conserved. The few dilapidated buildings and underutilized lots should be developed for more intensive use.

3. Commercial Area Improvements

The potential for revitalization of the commercial areas depends much on the areas' ability to attract a larger share of business from within the trade area and to promote new business establishments. All of Potrero Hill commercial areas are relatively small (no more than 2½ blocks long) and are located on residential streets that carry little external automobile traffic. Each of the commercial areas contain a substantial amount of residential frontages which intermixes with commercial establishments.

There are few vacant or marginal commercial establishments that offer opportunities for more productive uses. A market analysis of the Hill's commercial areas should be undertaken by a local development corporation and/or merchant association to identify types of additional commercial activities that can be supported by the community.

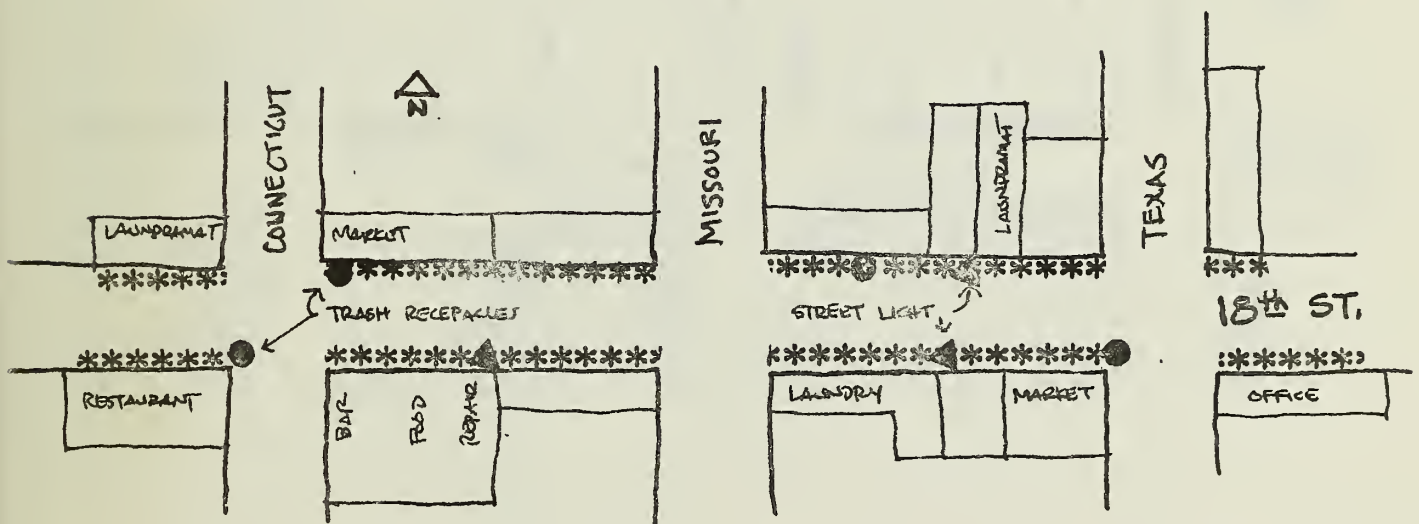
Various public improvements should be undertaken to stimulate actions that will attract higher patronage from within the area and will encourage establishment of new businesses and improvement of existing ones. Improvement of the public areas can contribute significantly to the revitalization effort by making the areas more attractive and distinctive as neighborhood shopping centers. Physical improvements are suggested for the following areas:

(i) 18th Street (Between Connecticut and Texas)

The attractiveness of the 18th Street commercial area can be improved with the planting of special theme trees such as the colorful Redflower Eucalyptus or New Zealand Christmas Tree. Unfortunately, some of the trees planted earlier on 18th Street have died and have not been replaced. A major tree planting project, involving approximately 45 trees, should be undertaken, along with a commitment from business establishments to maintain and care for the trees.

The constant litter problem indicates a need for trash receptacles. Approximately four receptacles are needed to handle the litter problem. Additional street lighting may be desirable to encourage business establishments to stay open after dusk and to encourage more residents to shop there.

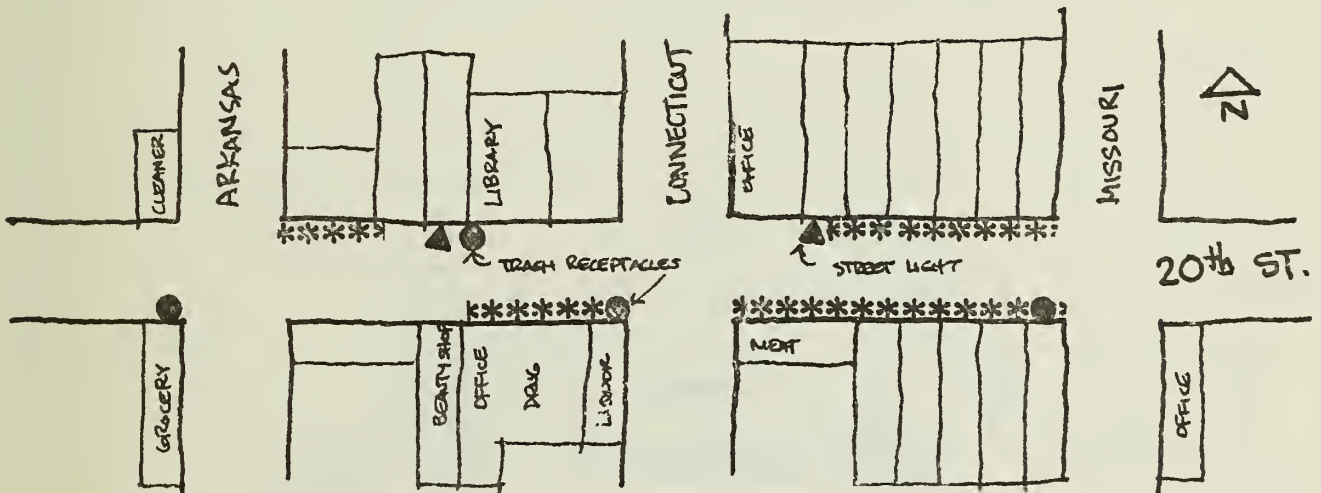
The overhead utility wires detract from the appearance of streets. Priority for undergrounding in the Potrero Hill District should be given to the commercial areas (see Neighborhood Environment Chapter of this Plan).



(ii) 20th Street (Between Arkansas and Missouri)

The 20th Street commercial area has physical needs very similar to the 18th Street commercial area. Colorful "bottle-brush" street trees have already been planted at various locations. Approximately 25 additional bottlebrush trees are needed to complete the planting project within the commercial area. Four trash receptacles should be installed in this area to minimize the litter problem. Utility wire undergrounding and additional street lighting are also needed within this area.

The central location of 20th Street commercial area makes it desirable to locate new neighborhood commercial facilities there. The proposed rerouting of the #35 Eureka bus along 20th Street will make it easier for Potrero residents to shop there. It is expected that the completion of the Victorian Mews project (one block away) will encourage new businesses to establish on 20th Street.

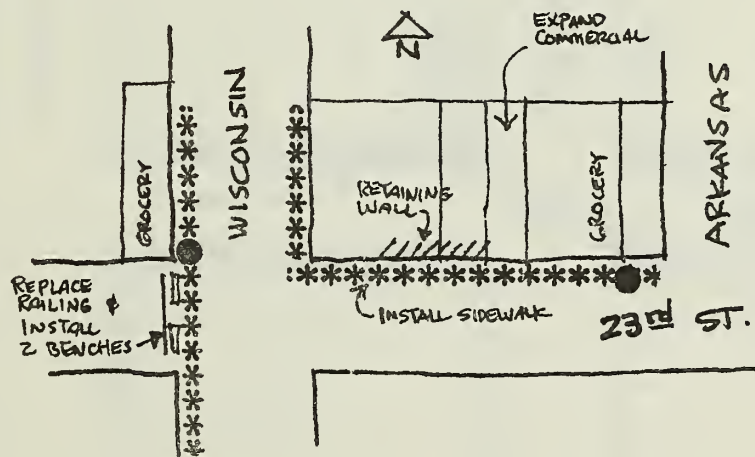


(iii) 23rd Street and Wisconsin

The relatively small commercial area at 23rd Street and Wisconsin has only two grocery stores. A greater variety of commercial activities is needed in this area, especially those that will serve the public housing residents. Vacant lots provide an opportunity for new commercial activities, especially if the Wisconsin Street Housing Site is finally developed for housing. The reinforcement of this small commercial area should be considered before any new commercial activities are located within the Wisconsin Street housing site.

The most obvious physical improvement needed is a new sidewalk and retaining wall along 23rd Street where a rock cliff formation encroaches over the sidewalk area. Street trees should be planted to enhance the appearance of the area. Existing oil-drum type litter receptacles should be replaced with more attractive ones. The fence located at where 23rd Street deadends should be replaced. Two benches should be installed along the fence to serve this local gathering point.

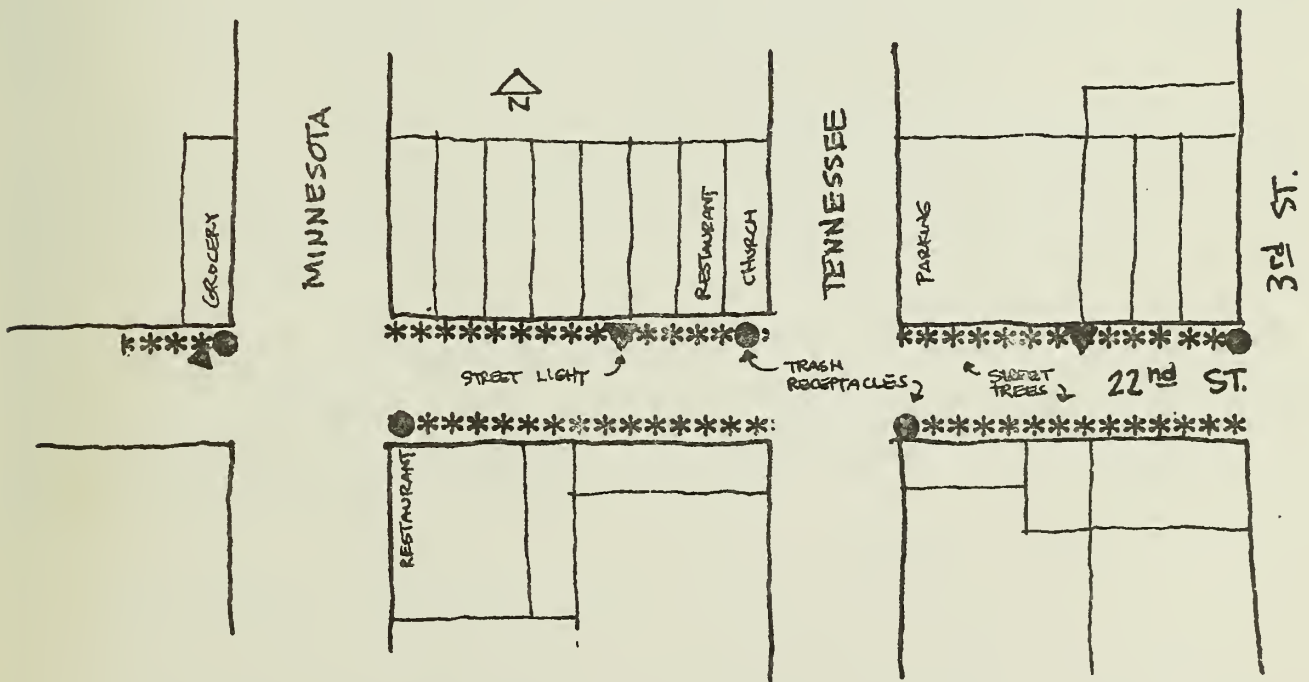
More frequent street cleaning and maintenance of the adjacent public housing grounds should also be undertaken.



(iv) 22nd Street and Tennessee

The 22nd and Tennessee Streets commercial area primarily serves people who work at or travel through this part of the district. The many bars, coffee shops and restaurants are aimed at non-local customers. Only a few business establishments actually meet the shopping needs of local residents. The relative small residential neighborhood (less than 100 families) makes it difficult to sustain a viable neighborhood-oriented shopping area. The ever presence of large trucks create an incompatible atmosphere with this neighborhood commercial area.

The most visible problem on 22nd Street is the image of blight caused by years of neglect. More frequent street cleaning should be undertaken. Private efforts by local merchants such as maintenance and repair of sidewalks and removal of debris must also be undertaken. Additional litter receptacles should be installed. Major street tree planting would help reverse the area's negative image and improve the attractiveness to those who visit, work, or live within the area.



4. SBA 502 and 7(a) Commercial Rehabilitation Loan Programs

These Programs are sponsored by the Small Business Administration to assist neighborhood commercial revitalization. Loans are made to individual businesses for physical improvements such as renovation and expansion of commercial facilities. In implementing this Program for the Potrero District, priority should be given to assisting firms that will provide new employment and training to local residents.

CHAPTER SIX: TRANSPORTATION

Problems and Needs

Since the need to travel affects people daily, transportation is a major factor in determining people's satisfaction with their neighborhood. A good transportation system contributes significantly to the livability of the neighborhood.

The Potrero Hill neighborhood is physically isolated from the rest of the City by freeways and industrial land. This isolation makes it difficult for many Potrero residents, to reach their various destination points. Most of the employment, shopping, and service activities are located far beyond the immediate neighborhood, thereby increasing the need for vehicular travel. The present level of public transit service is considered inadequate to meet much of Potrero Hill's travel needs.

In the past few years there has been a significant number of transit problems such as unreliable service and overcrowded buses. These problems primarily result from inadequate numbers of buses on the street to meet the schedule. The extremely high rate of inoperable buses has caused missed runs and a reduction in overall service. There is a need to improve and maintain the reliability of transit service so that more people are encouraged to use it.

Because of the isolation of the residential neighborhood there are relatively few traffic problems. The intrusion of large trucks on residential streets is the major concern. Other traffic problems such as speeding and blind intersections are small scale, that affect the wide or steep streets.

Proposed Strategies and Improvements

Efforts to improve transportation in Potrero Hill should conform with the City's "transit first" policy. The following strategies and improvements are recommended:

A. MAXIMIZE USE OF PUBLIC TRANSIT TO MEET THE TRAVEL NEED OF POTRERO HILL RESIDENTS.

Currently the Potrero Hill community is not well served by public transit and must rely on automobiles for much of the travel need. For elderly and lower income residents, public transit represents the only inexpensive means for travel. Priority should be given to improving Muni services for the maximum number of Potrero Hill residents.

1. Expansion of Muni Services

Many neighborhood and citywide organizations have recognized the need for and have advocated an adequate Muni vehicle maintenance budget. Insufficient numbers of operating buses are the primary reason for the high frequency of "missed runs" and unreliable service schedule. With additional maintenance personnel during the past year, progress has been made to increase the number of buses on the street. An adequate Muni maintenance budget should continue to be a high priority to neighborhoods that must depend on existing bus services.

An increase in the existing level of scheduled bus services is needed to reduce waiting time between buses. Effort should be made to restore the service cuts made in 1976-77 City budget which resulted in longer headways and fewer bus runs.

2. Muni Route Realignment and Extensions

Transit planners have recognized that the existing transit system can be improved if some of the current routes were realigned or extended into more productive and efficient lines. The Municipal Railway recently completed the Planning, Operation, and Marketing (POM) Study, a system-wide analysis of the City's transit program. The Study focuses on improving the existing level of services by minimizing duplicated or inefficient services, realigning many routes to those areas that lack accessibility, and extending lines to serve more transit riders.

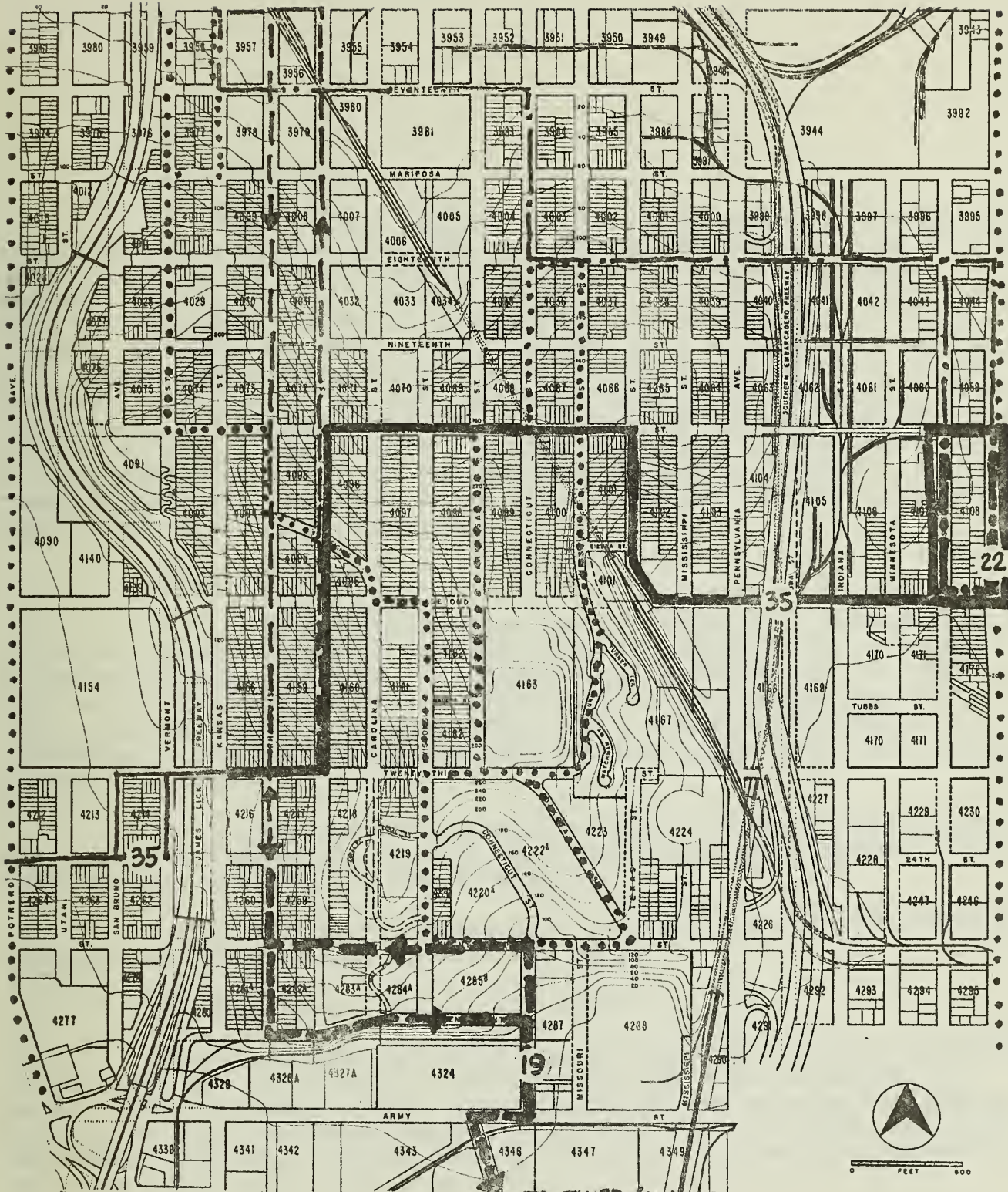
Community review of preliminary "long range" recommendations indicated a strong desire to retain existing transit routes.

No long-range route changes are being recommended by this Plan. However, some immediate, short-range route changes may be implemented that will result in increased accessibility to local residents. It is expected that Muni will finalize a long-range plan for a citywide transit network. Potrero Hill residents should work closely with Muni transit planners to ensure that any route changes will result in increased service to the residents.

The short-range recommendations are as followed:
(See Map 8 for proposed Muni routes).

(i) # 22 Fillmore

The eastern end of this line (its terminal) should be extended from 20th and Third Streets to 22nd and Third Streets in order to serve residents in the Lower Potrero Hill community. This extension requires new overhead trolley wires.



TO THIRD/EVANS MAP 8

MUNI ROUTES

KEY

Existing/Proposed

- #22 Fillmore
- #19 Polk
- #35 Eureka
- Others - #53, #47, #15

(ii) #35 Eureka

The Potrero segment of this line (east of Freeway 101) should be rerouted along the central part of Potrero Hill and terminate at 22nd and Third Streets. Beginning at 23rd and Kansas Streets, the #35 should run east to DeHaro, then north to 20th Street, then east to Texas, south to 22nd Street, and terminates at Third Street. This new alignment would provide more Potrero Hill residents with direct access to the 24th Street shopping area and the Mission District. It would also link the Lower Potrero Hill community with the rest of the neighborhood and with the many neighborhood services located on 20th Street. This line may eventually be realigned into an east-west crosstown line (as proposed by the POM Study), linking Lower Potrero Hill to Ocean Beach via the Mission District, Noe Valley, Portola and the Sunset Districts.

(iii) #19 Polk

The southern end of the line should be extended to serve the southern part of the Potrero Hill community and terminate at Third and Evans Streets. Southbound on Rhode Island, the #19 Polk should run to 26th Street, then east to Connecticut, south to Army, west to Evans, and along Evans until Third Street where it terminates. The northbound route is similar except 25th and Kansas Streets are used.

Once the India Basin Industrial Park or Recreation Area has been completed, the #19 Polk can be extended further along Evans Street to serve the new facilities.

(iv) No current changes are proposed for the #53 Southern Heights, the #47 Potrero, and the #15 Third.

3. Bus Shelters, Benches, and Signs

Higher transit patronage can be expected if more convenience is provided for the riders. Bus shelters with benches should be installed at all major stops with priority given to transfer points such as 20th and Arkansas Streets, 22nd and Third Streets, and 23rd and Kansas Streets. The bus shelter on 26th and Wisconsin should be renovated. (See Map 9 for locations).

B. WORK TOWARD A SAFE STREET CIRCULATION SYSTEM

The Department of Public Works through the Traffic Engineering Division, is the primary agency responsible for traffic safety. Local residents should work with the Department to identify potential traffic hazards and to develop solutions. Most traffic problems that have been identified in Potrero Hill are relatively minor ones that do not require major planning efforts.

4. Industrial Traffic Circulation Plan

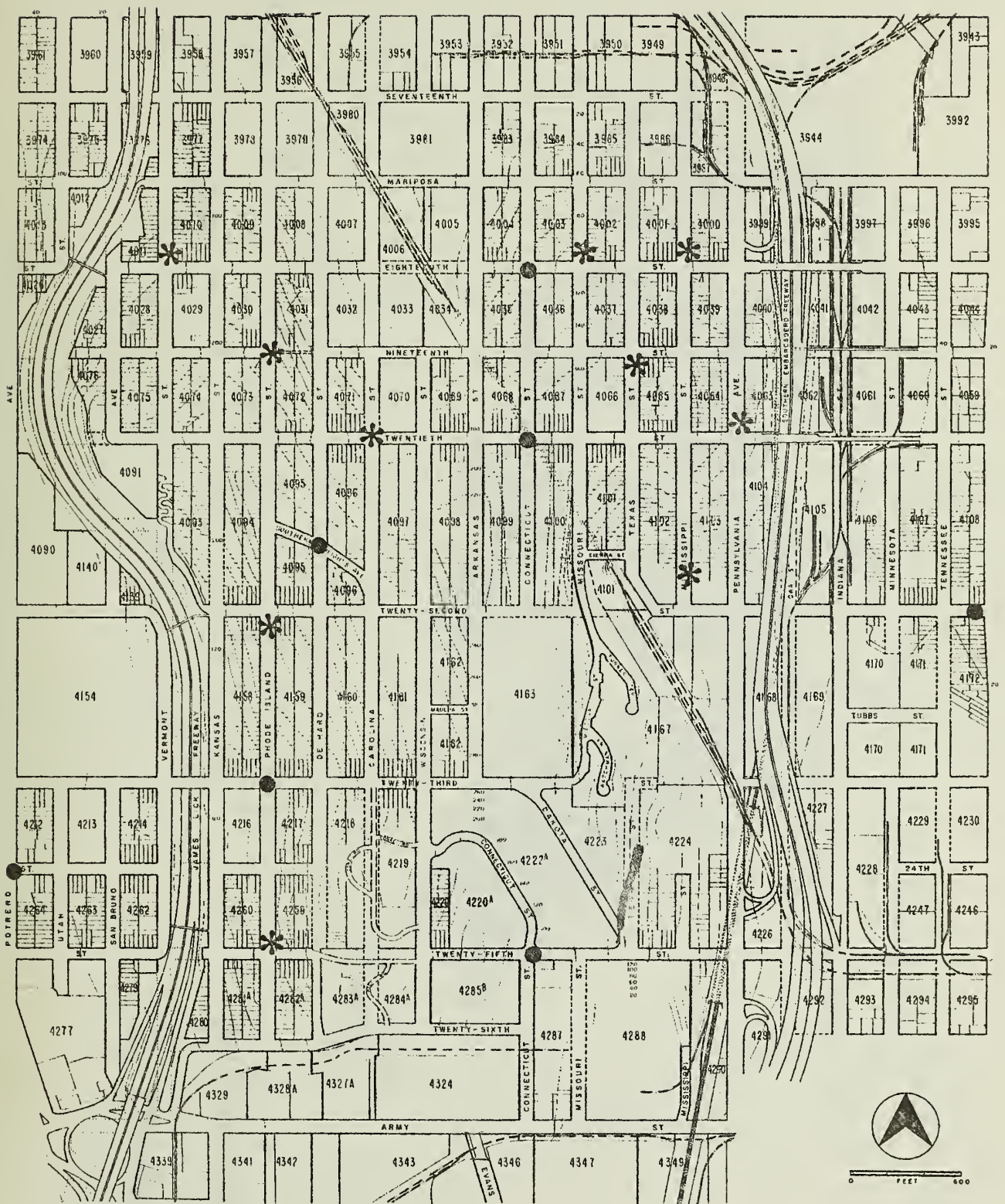
An industrial traffic circulation plan should be prepared in conjunction with the Potrero Industrial District Improvement Plans. Proposals to improve traffic circulation in the industrial areas should minimize the intrusion of truck and non-local traffic into residential areas.

The Plan should consider transportation features such as pedestrian circulation and safety, parking controls, movements through major neighborhood entrances, new transit services at employment-concentrated areas, and incentives for transit users.

5. Street Mini-Plazas

Potrero Hill contains many wide streets that often encourage fast moving traffic. The widening of sidewalks at intersections is one means of reducing traffic speed and warning drivers of oncoming perpendicularly parked cars. The creation of these mini-plazas (see Sketch D) will add new usable open space to the neighborhood without affecting the normal traffic pattern.

The mini-plazas should be developed with landscaping, benches, tables, and perhaps a play sculpture and a trellis. Where feasible, they should be located on the east side of the street in order to maximize the afternoon sun. Consideration for locating mini-plazas should be given to those streets where the walking distance to the nearest public open space exceeds two blocks. (See Map 9 for possible locations).

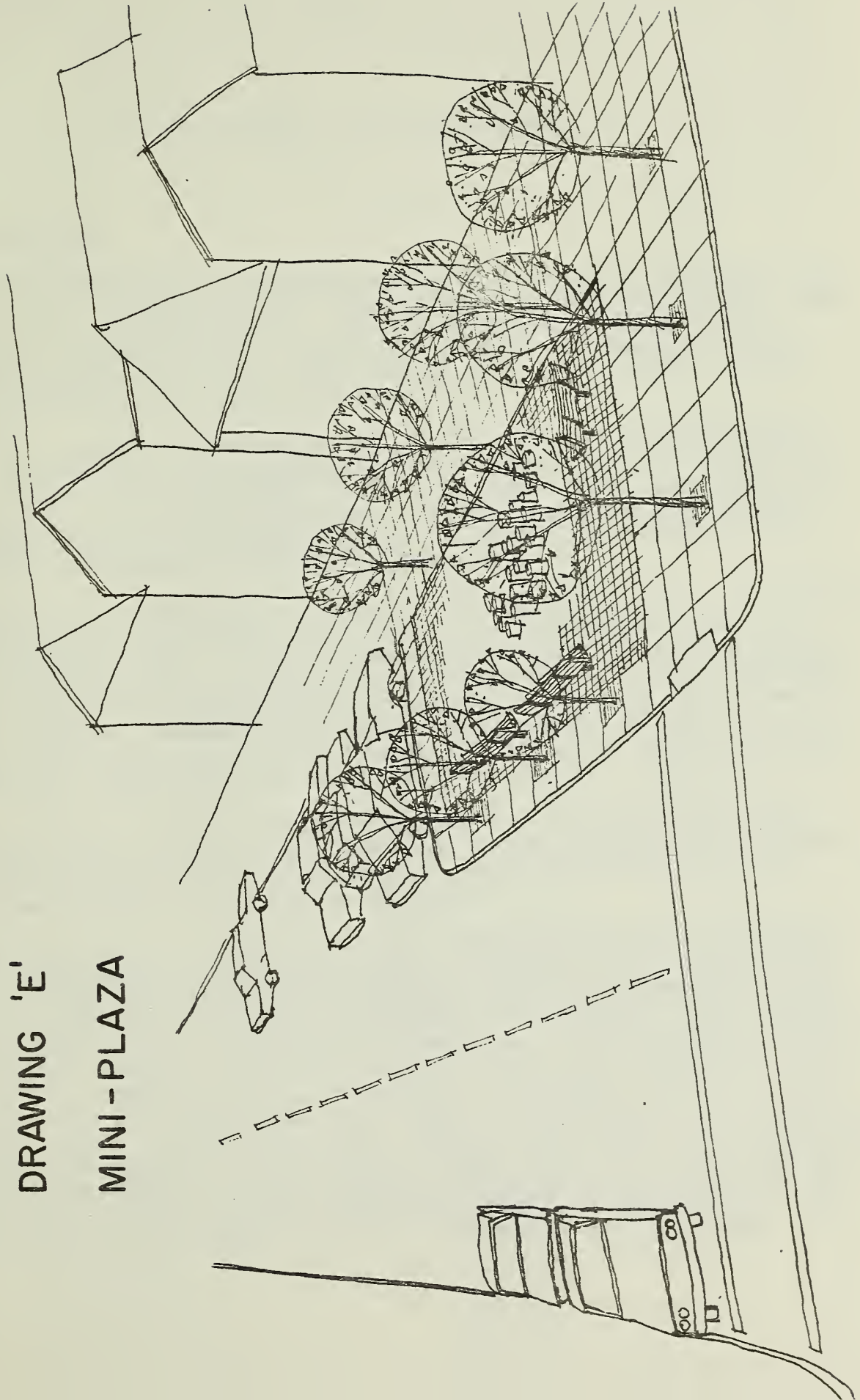


MAP 9

- BUS SHELTERS
- * MINI PLAZAS

DRAWING 'E'

MINI-PLAZA



CHAPTER SEVEN: LAND USE/ZONING

Proposed Land Use

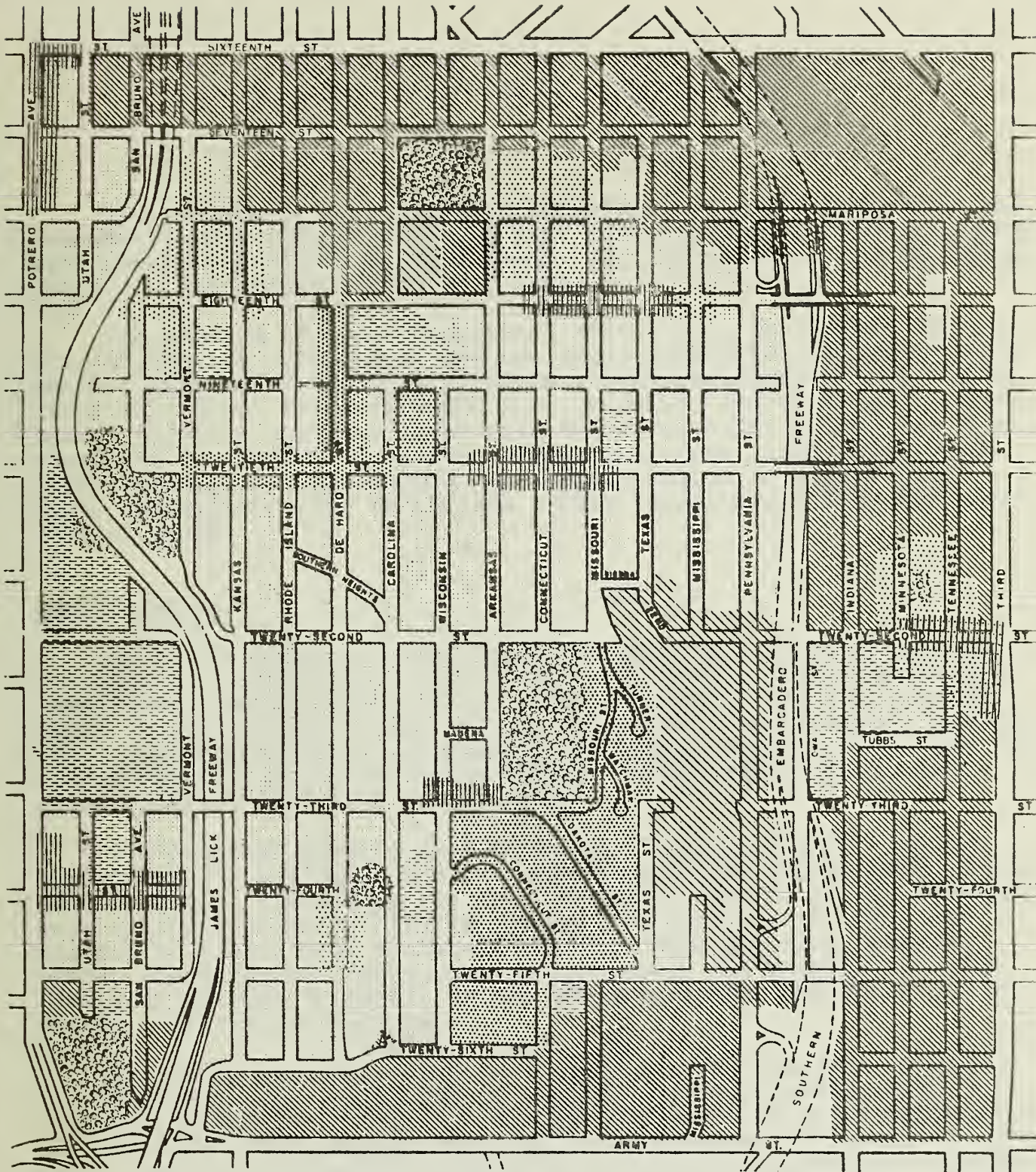
Map #10 indicates the generalized land use pattern proposed for the Potrero Hill community. No major changes in the residential land use pattern are being proposed. Except for the Wisconsin Street Housing Site, Potrero Hill is basically a built-up community with few vacant parcels remaining. The low density residential pattern is well established and should be protected.

The four small commercial areas on the Hill are characterized by mixed residential and commercial uses. Commercial activities are generally limited to the ground floor with upper floor apartments in some buildings. In other buildings, the use is solely residential. The combined commercial/residential use is a desirable feature in these commercial areas and should be retained.

Expansion of commercial activities should generally be restricted to the ground floor and should not result in substantial loss of existing dwelling units. New businesses should be limited to providing goods and services that meet the frequent and recurring needs of residents within the neighborhood and should not attract an excessive amount of external automobile traffic. New housing should be developed above the ground floor commercial firms for those residents who desire the convenience of living near commercial facilities.

Scattered throughout the neighborhood are non-conforming commercial uses such as laundromats and mom-and-pop grocery stores that meet frequent local needs. These small neighborhood-serving commercial uses should be allowed to continue.

Some industrial properties provide opportunities for new housing. One such site is the vacant open lot between the Potrero Hill Junior High School and Jackson Playground. The development of this site for housing will provide an important neighborhood link between the Playground and the Potrero Hill community. If the tracks on this site are still needed, recreation activity could be considered as an alternative or temporary use. The unused triangular lot east of the Potrero Hill Junior High School should be converted from rail use to recreation and/or residential uses. Other large vacant or marginally-used industrial parcels on the eastern slope of Potrero Hill may also be suitable for housing if the area is not needed for industrial use. The preparation of the Potrero Industrial District Improvement Plan will evaluate this and other areas for potential housing sites.



MAP 10

PROPOSED LAND USE

	Low Density Family Housing		Recreation and Open Space
	Low/Moderate Density Family Housing		Public Institutions
	Moderate Density Housing		Industrial
	Low Density: Mixed Residential/Commercial		Potential Mixed Industrial / Residential

The current trend from heavy industrial to light industrial and commercial uses in the northwest part of the Potrero District is well established and should be encouraged. No new heavy industrial firms should be encouraged within this area.

The decline of heavy industrial activity in the Potrero District offers location opportunity for new light industrial and heavy commercial firms that are more compatible with residential areas. Heavy industrial uses, with standards for screening, enclosure and environmental controls that are lower than those for light industrial firms, should be encouraged to locate further away from residential areas. Light industrial firms should thus be encouraged to expand into heavy industrial areas to provide a more compatible buffer for residential areas.

Design Review

One of the major land use issues relates to the current zoning controls and procedures. The Potrero Hill Zoning Committee has proposed that a Design Review Board (DRB) be created and empowered to issue "Project Permits" for all new development and exterior alterations within the district bounded by Potrero Avenue, 16th, 3rd, and Army Streets. The DRB is proposed as a three-year pilot project which is aimed at design excellence.

The proposal results from community dissatisfaction with the quality of new buildings and the effect they have on the established neighborhood. The thrust for more community control of the development review process is directed at two strategies: (1) power and process to impose more stringent controls when existing controls permit inappropriate development and (2) power and process to relax existing controls to permit unique and interesting buildings and to relate to difficult terrain.

The dissatisfaction with the existing review process is rooted in the difficulty one encounters in trying to monitor small-scale development proposals. The city informs residents of major projects as well as those that require variance or conditional use permits. However, there is no proposal notification process for proposed single-family, duplex, or triplex residential building (if it meets all code requirements) until a building permit is issued and notices are placed at the site.

As proposed by the Zoning Committee, the five members (four of whom must reside in the District) of the Design Review Board would be appointed by the City Planning Commission. The Design Review Board would review all new construction and exterior alteration. The proposed Board would essentially relieve the Department of City Planning of its legal review duties in Potrero Hill.

Approval would result in the issuance of a "Project Permit" which would grant the applicant the right to build the proposed structure. Decision of the Design Review Board could be appealed to the Board of Permit Appeals.

In addition to reviewing exterior appearance of buildings, the Design Review Board would be authorized to approve the following exemptions to the Planning Code:

- front setbacks could be waived;
- rear yard requirements could be modified;
- building heights to 40 feet could be approved;
- residential development on land presently zoned for industrial use could be approved;
- off-street parking requirements could be waived for single-family houses;
- lot splits could be approved provided that it would not result in greater density than would otherwise be possible.

Requests for these exemptions would require notification of both residents and property owners within 150 feet of the project.

The Department staff has reviewed the proposal and arguments for the Design Review Board as presented by the Potrero Hill Zoning Committee. While the concept for design review on a neighborhood level is a desirable one, the actual delegation of police power (for enforcement) to a neighborhood group poses many procedural and legal problems. The creation of an independent neighborhood board with the power to approve or deny the rights of property owners to build would conflict with the City Charter and possibly the State Constitution.

Since the Department is concluding the Residential Zoning Study, it is hoped that some of the concerns that led to the proposal for a Design Review Board can be met with provisions in the new residential zoning districts and controls.

It has been pointed out that many of the remaining vacant residential lots are difficult to build on and strict adherence to the zoning regulation may result in unnecessary hardship. Under this situation the current variance procedure allows the relaxation of zoning standards relating to front setback, rear yard requirements, and off-street parking requirements.

It has been argued that an exemption in dwelling unit density would be a powerful incentive for better-designed buildings. Such an exemption is not permitted under the variance procedure since the effect is substantially equivalent to a zoning reclassification of property. The City Charter requires all zoning reclassifications to be approved by the City Planning Commission and adopted by the Board of Supervisors through an ordinance.

Current zoning regulations prohibit residential development in industrial districts. The Residential Zoning Study is recommending reclassification to residential district, the group of housing units in Lower Potrero Hill. In addition, the Department is recommending residential uses be allowed in industrial districts as a conditional use.

Since the City Charter does not permit the Zoning Administrator, the Department, nor the City Planning Commission to abdicate their responsibilities for administering and enforcing zoning provisions, the staff recommends a notification procedure that would ensure community input in the early stage of the permit review process. Although the process is an informal one, it may prove to be sufficiently effective for the use in Potrero Hill. In view of staff and time constraints, the Department believes that by notifying neighborhood organizations of projects requiring Environmental Evaluation, the community would be able to review major pending projects and express their view to the developers, staff and the Department of City Planning Commission. In providing such design input, the community may wish to create an informal design review board.

III. PLAN IMPLEMENTATION

This section outlines the possible funding sources and actions for implementing the Plan. Various approaches are needed to secure funds to carry out the improvements. Resources such as the Community Development Block Grant and the Open Space Acquisition and Park Renovation Fund have a formal citizen participation process for recommending the annual programs. Neighborhood groups must appear at the annual "needs" hearings to submit specific proposals for funding. Since these funds are very limited, funding requests should be based on the community's highest priorities.

Other improvements such as transit and street services can be implemented under existing budgets of the various City departments and agencies. The community should work closely with City staff to advocate the needed improvements. In some instances, the community needs to support departmental budget requests (such as for Muni bus maintenance) to ensure adequate services to the community. Community support is also needed in the creation and funding of new programs such as a voluntary rehabilitation program. New programs are generally difficult to establish and will require broad support.

The Plan will require the community to be organized (around existing organizations, block clubs, or volunteer committees) to carry out the improvement projects. Street tree planting or mini-plaza projects may best be carried out through block club organizations since support from property owners adjoining the project location is necessary. A highly-organized neighborhood campaign is essential to obtaining support and signatures for new undergrounding districts. Task force committees may need to be formed for special projects such as establishing a new neighborhood center or a clean-up campaign. Since requests for public funds will be competitive on a Citywide basis, broad community support in favor of the projects will increase the likelihood of their funding and implementation.

IMPROVEMENTS

Housing

1. Voluntary Rehabilitation Program

- low-interest loans
- public improvements
- homeowner services

2. Presale Inspection Service

3. Potrero Terrace Modernization \$7,750,000
- Potrero Terrace: \$5,000,000
@ 10,000/unit
 - Potrero Annex: \$2,750,000
@ \$16,000/unit

4. Homeownership Program

TOTAL COSTS

IMPLEMENTING ACTIONS

- | | |
|----------------------------------|--|
| <p>CDBG
CHFA or
URTA</p> | <p>+ Pursue application procedure for Neighborhood Preservation Program or Neighborhood Housing Services Program designation.</p> <p>+ Develop administrative mechanism (designate local agency) for the program.</p> |
| <p>Private</p> | <p>+ Amend San Francisco Housing Code to require complete inspection of all residential property at the time of sale or transfer.</p> |
| <p>HUD M.P.
CDBG</p> | <p>+ Set aside a significant amount of public housing modernization funds for renovation of the two Potrero projects.</p> <p>+ Supplement modernization funds with Community Development funds.</p> |
| <p>CDBG</p> | <p>+ Explore the feasibility of expanding homeownership services now provided by the Mission Housing Development Corporation to include Potrero residents.</p> <p>+ Request Housing Authority to initiate feasibility study for converting existing public housing into private ownership.</p> |

IMPROVEMENTS	TOTAL COSTS	FUNDING SOURCES	IMPLEMENTING ACTIONS
5. New Housing Development		CDBG	+ Explore feasibility of local sponsorship of mixed-income housing projects through a housing development corporation.
<u>Recreation and Community Facilities</u>			
1. Potrero Hill Recreation Center		Rec/Park Budget	+ Support a higher maintenance and program budget for the Center.
2. Jackson Playground	\$170,000 already reserved	CDBG	+ Review building design alternatives.
- recreation building			+ Undertake shielding of playground lighting with funds already reserved.
- light shielding			+ Request funding of the improvements through either Open Space or Community Development Program.
3. McKinley Square	\$30,000	CDBG OSAPR	
- windbreak			
- basketball court			
- sitting areas			
4. Community Gardens	\$500-1,000 each location	CDBG	+ Request funds through the annual NIIP. Maintenance agreements should be obtained by CETA community gardeners or local volunteers.

IMPROVEMENTS	TOTAL COSTS	FUNDING SOURCES	IMPLEMENTING ACTIONS
5. The Farm - site development	planning underway	OSAPR IWCF	+ Participate in the planning to ensure that Potrero Hill needs are reflected in the plan.
6. I.M. Scott Playground - yard renovation	\$100,000	OSAPR CDBG	+ Transfer the school yard to Recreation and Park Department.
7. I.M. Scott Community Center - building renovation	\$80,000	CDBG Private	+ Form community task force to prepare program package that identifies services, potential funding sources, administrative structure for community center.
			+ Negotiate with School District to acquire the building.
8. Neighborhood House	\$60,000	CDBG	+ Request funding for renovation through Community Development Program.
9. Mission Child Care Consortium - electrical, plumbing, kitchen, sprinkler works	\$50,000	CDBG	+ Request funding for renovation through Community Development Program.
10. China Basin Channel Recreation Area		Port Authority	+ Continue effort to increase accessibility to the Channel edges and to provide additional usable open space.

IMPROVEMENTS	TOTAL COSTS	FUNDING SOURCES	IMPLEMENTING ACTIONS
11. Central Basin Recreation Area		OSAPR LWCF	+ Explore development of a marina on Pier 64.
- shoreline park expansion			
12. Warm Water Cove Recreation Area		OSAPR LWCF	+ Support acquisition and development of a major waterfront park.
- waterfront park			
13. India Basin Recreation Area		OSAPR LWCF	+ Advocate acquisition and development of a large waterfront park through the Open Space Program.
- site acquisition/development			
14. Candlestick Cove State Park	\$10,000,000	State Rec/Park Department	+ Participate in the planning of the park and support transit service from Potrero Hill.
<u>Neighborhood Environment</u>			
1. Street trees	\$412,500	CDBG Tree Planting Division (DPW)	+ Organize block club committees to submit tree planting proposals.
- 5,500 trees needed			+ Request Tree Planting Division to plant trees along thoroughfares.
2. Potrero Terrace/Annex Outdoor Improvements		CDBG	
- murals (5 locations)	\$10,000		
- benches/table sitting areas	\$30,000		
- play structures (4)	\$16,000		

IMPROVEMENTS	TOTAL COSTS	FUNDING SOURCES	IMPLEMENTING ACTIONS
3. School Outdoor Improvements			
- Patrick Henry School	\$6,000	CDBG	+ Form parent/teacher volunteer committees to carry out improvements.
- Daniel Webster School	\$7,000		
- Starr King School	\$7,300		
- St. Teresa (Headstart)	\$3,500		
- Potrero Terrace Children Center	\$1,000		
4. Joint Community/City Clean-up Campaign		Street Cleaning Division (DPW) Private	+ Seek assistance from the San Franciscans for Cleaner City organization to develop a clean-up campaign for Potrero Hill.
5. Street Sweeping		Street Cleaning Division (DPW)	+ Work with DPW to obtain additional street cleaning services.
6. Utility Undergrounding Districts		State PUC	Submit petitions from property owners to DPW to establish undergrounding districts.
7. Street Assessment District		Property Owners	+ Submit petition from property owners to DPW to initiate street assessment proceedings. After preparation of plans and cost estimates by DPW engineers, determine if there is still support. If so, support proposal at Board of Supervisors hearing.

IMPROVEMENTS	TOTAL COSTS	FUNDING SOURCES	IMPLEMENTING ACTIONS
<u>Community Safety</u>			
1. Community Safety Information Program		Office of Emergency Services	+ Request the Office of Emergency Services to pre- pare and distribute infor- mation on earthquake hazards and to sponsor work- shops on emergency prepara- tion.
<u>Economic Development</u>			
1. Economic Revitalization Support		CDBG EDA	+ Encourage the City to take a major lead role in support- ing economic ventures.
2. Potrero Industrial District Improvement Plans		EDA OMBE	+ Submit grant application to EDA to fund the Plan.
3. Commercial Area Improvements			
- 18th Street; trees and lighting	\$7,000	CDBG	+ Submit request for street
- 20th Street; trees and lighting	\$6,000	CIP	lighting to the Department
- 23rd/Wisconsin; trees, sidewalk, litter receptacles, fence, benches	\$8,500		of Public Works (Capital Improvement Program).
- 22nd/Tennessee; trees, lighting, litter receptacles	\$7,000		+ Request other improvements through the Community De- velopment Program.
			+ Undertake market study.
4. SBA 502 and 7(a) Loan Programs		SBA CDBG	+ Establish local development corporation.

IMPROVEMENTS	TOTAL COSTS	FUNDING SOURCES	IMPLEMENTING ACTIONS
4. SBA 502 and 7(a) Loan Programs (cond.)			+ Request Office of Neighborhood Economic Development to designate Potrero Hill SBA area.
<u>Transportation</u>			
1. Expansion of quantity and quality of Muni service.			
		City Budget	+ Advocate for an adequate Muni operating and maintenance budget during City Budget hearings.
2. Muni Route Changes		Muni Budget	+ Work with Muni planners to finalize route changes.
- #22 Fillmore: trolley lines	Nominal		+ Support changes before PUC and Board of Supervisors hearings.
- #35 Eureka			
- #19 Polk, additional bus			
3. Bus Shelters, Benches, Signs			
- major bus stops		Muni TIP	+ Review Muni Transit Improvement Program for the Potrero District.
- other Muni benches (15 locations)	\$12,000	CDBG	+ Supplement TIP with CDBG funds for additional Muni benches.
4. Mini-plazas			
- 10 locations	\$60,000	CDBG	+ Form block clubs to work out detailed designs with DPW engineers and submit for CDBG funding.

ABBREVIATIONS

CDBG	Community Development Block Grant
CHFA	California Housing Finance Agency
CIP	Capital Improvement Program
EDA	Economic Development Administration
HUD M.P.	Housing and Urban Development's Modernization Program
LWCF	Land and Water Conservation Fund (Federal)
Muni TIP	Muni Transit Improvement Program
OMBE	Office of Minority Business Enterprise
OSAPR	Open Space Acquisition and Park Renovation Fund
SBA	Small Business Administration
URTF	Urban Reinvestment Task Force

PHASE I PHASE II PHASE III

	To be determined	To be determined	To be determined
1. Voluntary Rehabilitation			
- low-interest loans			
- public improvements			
- homeowner services			
2. Potrero Terrace/Annex Moderni- zation			
- Potrero Terrace: \$5,000,000 @ 10,000/unit	\$1,500,000	\$1,500,000	\$2,000,000
- Potrero Annex: \$2,730,000 @ \$16,000/unit	1,000,000	1,000,000	730,000
3. Homeownership Program	20,000 (Supplement existing MHDC staffing) annual program	20,000	20,000
4. New Housing Development			
- site acquisition and/or preparation	To be determined	To be determined	To be determined
5. McKinley Square			
- windbreak		10,000	
- basketball court		(windbreak sitting area)	
- sitting areas	20,000		

PHASE IPHASE IIPHASE III

6. I.M. Scott Community Center

- building renovation \$ 80,000

7. I.M. Scott Playground

- yard renovation 50,000 \$ 50,000
(Resurfacing fencing (lot sitting
basketball court) area)

8. Central Basin Recreation Area

- shoreline park expansion Marina study and Shoreline park
park design park acquisition development
Shoreline park
development

9. Warm Water Cove Recreation Area

- waterfront park Additional acquisi- Park development
tion funding based
on appraisal

10. Street trees

- 5,500 trees needed \$ 7,500 \$ 7,500
(100 trees) (100 trees) (100 trees)

11. Potrero Terrace/Annex Outdoor Improvements

- murals (5 locations) 17,000 21,000 18,000
- benches/table sitting (3 sitting areas) (2 murals) (3 murals)
areas (10 locations) (2 play structures) (3 sitting areas) (4 sitting
(2 play structures) areas)

12. School Outdoor Improvements

- Patrick Henry School \$ 4,000 \$ 2,000

PHASE I PHASE II PHASE III

12.	School Outdoor Improvements (cond.)				
	- Daniel Webster School	\$ 4,000	\$ 3,000		
	- Starr King School	\$ 4,000	\$ 3,300		
	- Potrero Terrace Children Center	\$ 1,000			
13.	Potrero Industrial District Improvement Plans	To be determined	To be determined	To be determined	
14.	Commercial Area Improvements				
	- 18th Street; trees and lighting				
	- 20th Street; trees and lighting		\$ 6,000	\$ 7,000	
	- 23rd/Wisconsin; trees, sidewalk, litter receptacles, fence, benches		\$ 4,000	\$ 4,500	
	- 22nd/Tennessee; trees, lighting, litter receptacles	\$ 7,000			
15.	SBA 502 & 7(a) Loan Programs	To be determined	To be determined	To be determined	
16.	Muni benches (15 locations)	\$ 4,000	\$ 4,000	\$ 4,000	
17.	Mini-plazas				
	- 10 locations	\$ 12,000	\$ 24,000	\$ 24,000	

APPENDIX A

POTENTIAL RESOURCES FOR NEIGHBORHOOD IMPROVEMENTS

1. HOUSING

At the Federal level, the Housing and Community Development Act of 1974 created the Community Development Block Grant (CDBG) Program under which the City annually applies for and receives federal funds for housing and community development activities. Some of the housing related activities are acquisition and clearance of sites for lower income housing; rehabilitation loans, grants, interest supplements to finance rehabilitation of privately-owned properties in concentrated code enforcement areas; relocation assistance to households displaced by publicly-assisted projects; and modernization of public housing projects.

The 1974 Act also created a new Section 8 Housing Assistance Payment Program which provides eligible lower income households with rent subsidies for a new, substantially rehabilitated, or existing housing units that meet rent guidelines established by HUD. This Program is presently the only source of rent supplement without which development of lower income housing would not be feasible. HUD makes an annual allocation of Section 8 units to the City. Thus far, the allocation for new and substantially rehabilitation projects is far below the City's housing goal and needs.

The 1974 Act also reinstated the Section 202 program which currently provides lower interest construction and mortgage financing to develop elderly and handicapped housing projects. HUD sets aside a special allocation of Section 8 units to be used in conjunction with Section 202 projects.

The dormant Public Housing Program has been re-initiated through a national appropriation of approximately \$140 million in the Federal Housing Authorization Act of 1976. The Act set aside an additional \$60 million for modernization of public housing projects. It is uncertain when and how much funds will be made available to the San Francisco Housing Authority.

At the State level, the California Housing Finance Agency was established in 1975 to issue revenue and general obligation bonds for the purpose of financing housing development and rehabilitation programs. The San Francisco Redevelopment Agency is authorized to conduct a loan insurance program. In addition, the Agency annually receives a set-aside allocation of Section 8 units from HUD. This allocation, however, has been very low.

Through the California Housing Finance Agency, the State sponsors the Neighborhood Preservation Program that may be of potential benefit to Potrero Hill. The Program offers mortgage or rehabilitation assistance to areas proposed by local governments for Program designation. Although the level of rehabilitation financial assistance provided by the Program is somewhat limited it should be suitable for Conserving most of the better housing on Potrero Hill.

At the local level, the State Marks-Foran Residential Rehabilitation Act of 1973 established a very important housing function for the City. Under the Act, the City, Redevelopment Agency, or the Housing Authority can issue tax exempt revenue bonds for the purpose of providing lower interest long-term rehabilitation loans to property owners in officially designated residential rehabilitation areas. The local Rehabilitation Assistance Program (RAP) was established in early 1974 pursuant to the Marks-Foran Act. Additional Marks-Foran loan programs could be initiated in the City for owner-initiated improvement areas from which Potrero Hill could benefit. However, 95% compliance with Housing code is required for designation of this Program.

2. COMMUNITY AND RECREATION FACILITY

The Community Development Block Grant (CDBG) is a major source of public funds available for increasing community facilities, particularly neighborhood centers that provide a variety of social services. This Program can make funds available to the community funds for (1) acquisition and renovation or construction of a new publicly-owned multi-service neighborhood center building; (2) development and renovation of community space in existing public facilities, and (3) rehabilitation or renovation of existing private neighborhood multi-purpose or child care facilities.

Five priority neighborhoods have been identified by the Department of City Planning to receive a new multi-purpose neighborhood center. Potrero Hill has been identified as one of the neighborhoods in the second priority. As centers in the first priority develop, and as funds are available, work can begin on development of centers for other neighborhoods.

In the last three years, Community Development funds have been allocated for the renovation of privately-owned neighborhood centers. Potrero Hill Neighborhood House has received such funds.

Community Development funds may also be used to rehabilitate or renovate child care facilities. Funds were allocated from the 1976 CDBG for renovation of Potrero Terrace child care facility.

The other principle funding source for providing new recreation facilities is the Open Space Acquisition and Park Renovation Fund (OSAPR), often known as the Proposition J Fund. While Community Development funds are primarily used for new and replacement facilities at existing public playgrounds and parks in high need neighborhoods, the Open Space Program is primarily used for acquisition and development of new open space and major park and recreation facility renovation.

Another source of funds for recreation facility improvement - the General Fund - is scheduled in the Capital Improvement Program. In past years, funds have been allocated to the Recreation and Park Department for recurring improvements such as rehabilitation of fencing, lighting, buildings, and resurfacing of courts and playgrounds. The Capital Improvement Program allocations for park maintenance have been substantially reduced in recent years.

Other funding sources include the Federal Land and Water Conservation Fund, administered by the Bureau of Outdoor Recreation (BOR) and coordinated by State Department of Parks and Recreation. \$24 million is available statewide. Between 1965 and 1975 \$1.14 per resident was spent in San Francisco from this fund; \$8.15 per resident in Marin was spent; and \$3.97 statewide and \$5.38 nationwide. The L. & W. C. Fund provides 50% matching grants for acquisition and development of recreation projects with priority given to urban areas. The S.F. Office of BOR provides technical assistance related to recreation needs improvement.

3. NEIGHBORHOOD ENVIRONMENT

The major source of money for improving public areas comes from City General Funds and is budgeted under the Capital Improvement Program (CIP). The CIP includes, among others, reconstruction, replacement, and improvement projects for public areas and facilities; street lighting; and transit and street systems. Normal maintenance of public areas such as street cleaning, and litter receptacles emptying is also funded through the General Funds.

Since 1975, funds have been reserved in the Community Development Program for the Neighborhood Initiated Improvement Program (NIIP) that supports small scale public improvements. The Program normally begins in early part of the year at which time local groups are invited to submit applications for funding improvement projects.

Finally, the CDBG finances public improvements that are part of redevelopment project area or housing rehabilitation programs such as the Rehabilitation Assistance Program (RAP). Public improvements may include street tree planting, traffic control devices, renovation of public facilities, and provision of new open space.

The City currently coordinates an undergrounding program that is undertaken by utility companies and regulated by the State Public Utilities Commission. Costs for undergrounding are mostly born by utility companies. Priority in the City's program is given to an area if the underground district is located within a designated redevelopment or concentrated rehabilitation area such as RAP. Costs for utility hook-up, estimated at \$500 per residential lot, must be paid by the individual property owners.

Private funds for various street improvements may be procured through a special assessment district that is initiated by property owners. The Public Works Code establishes a procedure by which property owners contribute to the initial construction of unimproved streets.

4. COMMUNITY SAFETY

The San Francisco Office of Emergency Services is the agency with comprehensive responsibility for emergency preparation. It has a staff capable of working with neighborhood groups to develop a neighborhood-oriented public education and preparation project.

The basic operations of the Office of Emergency Services are funded through the City Budget.

5. ECONOMIC DEVELOPMENT

The Small Business Administration (SBA) can be an important financial resource for obtaining investment and working capital in the start-up of new or the expansion of existing small enterprises, including those initiated by Community Development Corporations (CDC). Although SBA is not itself a source of planning or venture capital funds for CDCs, a number of its programs may be available to CDC-initiated or -- assisted businesses in which some front-end money has already been invested from other sources. SBA programs available in San Francisco to assist small business concerns include Minority Enterprise Small Business Investment Companies (MESBICs) and Section 502 Local Development Company Loan Program. Opportunity Capital Corporation is a San Francisco MESBIC.

The Economic Development Administration (EDA) operates a number of programs which can substantially increase the impact of CDCs on their communities. They include Title I direct grants for acquisition and improvements of land or facilities; Title II loans and guarantees for redevelopment areas; Title III technical assistance and planning grants; and Public Works Impact Projects.

The Office of Economic Opportunities (OEO) Community Service Administration operates three grant programs which can provide planning or venture capital funds for a CDC. The most important is the Title VII Special Impact Program, which provides for direct federal funding of CDCs. Funds may also be available under the Research and Demonstration Program or the Resource Mobilization Program.

The Office of Minority Business Enterprise offers two main types of programs for delivering business management and technical assistance to minority businesses. One type is the local business develop-

ment organization which designed to be a "one-stop" financial packaging center. In San Francisco there are three such organizations---Mission Business Development Organization, Asian, Inc., and PACT. The other type of program is the Business Resource Center that offers a pool of private sector experts to aid minority business development.

Finally, Community Development Block Grant (CDBG) money is available for physical improvements in neighborhood commercial areas and through the Mayor's Office of Neighborhood Economic Development for front-end money for SBA 502 loans within qualified areas. The CDBG can be used most effectively in support of neighborhood commercial revitalization effort through the improvement of public areas (street trees, trash receptacles, special paving, kiosks, benches, merchant directories, etc.)

6. TRANSPORTATION

Funds to improve urban transportation are available from many sources. Federal sources provide grants for transit capital improvements, facility modernization, new equipment, management, planning and research. Much of this funding is scheduled for use under several Muni programs such as the Transit Improvement Program (TIP).

Local and State gas tax funds are available for renovating and maintaining streets and related hardwares and facilities such as traffic control indicators and devices, landscaping, trees, lighting, and street furnitures. These funds are scheduled annually in the Capital Improvement Program (CIP) based on priorities established by the Department of Public Works for the various streets and inter-sections. Currently, funds for street capital improvements are insufficient to meet the needs of the City's street system.

Much of the local funds (ad valorem or property taxes) for transportation go toward the operation and maintenance of the transit system, including special access service, marketing, and publicizing transit information. In view of the "cut back" in the number of Muni runs last year, it is unlikely that there will be a significant increase in overall transit service in the near future. Priority has been given to achieving more reliable services by funding additional maintenance personnel to reduce bus breakdown.

The Community Development Block Grant can be used to plan and implement special traffic control measures for residential streets. Other resources include federal and state highway funds, revenue bonds (issued for transit improvements and parking garages), and miscellaneous other federal and state resources administered by the Metropolitan Transportation Commission.

APPENDIX B

GUIDELINES FOR HOUSING REHABILITATION

The following discussion is intended to raise some of the points frequently encountered by home owners in making decisions that affect the appearance of their buildings' facades. The architectural character of buildings should be respected or restored to original whenever possible because of the importance of buildings to the visual qualities of the neighborhood.

Notice the size of the elements like windows, doors and ornamentation on the buildings along the street. The buildings here are generally built with no space between them. Most of the houses here are two rooms wide. Typically this is reflected in the second floor facade by two bays, or a window and a bay; at the main floor by the entrance and a bay; and at the ground floor, by a stair and garage door.

The character of a whole block or group is derived from the repetition of these elements disposed on the facade. Since most of the houses here are essentially delightfully decorated boxes, their character is almost totally dependent on the "ins and outs" of the facade, such as the projecting eaves or bays, the porches or entryway recesses, and the sizes of openings, and the scale and distribution of trim and ornamentation. These aspects of a building facade are also important in determining the architectural style of a building, as is the choice of materials.

The Directory 77 published by the Foundation for San Francisco's Architectural Heritage lists suppliers and craftsmen who can be contacted for restoring older buildings. Heritage will provide educational and technical services to homeowners who are interested in restoring buildings. Heritage has recently been contracted to administer a loan program to finance facade restoration of older architectural significant buildings.

Texture and Materials

Generally, in remodeling, both the neighborhood and the individual building are best served by retaining as much of the original treatment as possible. It is difficult and visually awkward to introduce materials other than the wood, brick, stucco, and shingles used by the original builders onto these facades.

Asbestos shingles, aluminum siding, and vinyl siding are often used to resurface old buildings. These materials are poorly adapted to fitting around projections such as window trim or other decorative elements. Because of this, the installers of these products often

prefer to remove some or all of the projections. The resulting appearance of the facade is usually radically different. The loss of horizontal shadow lines created by trim elements, cornices, or siding often causes the re-surfaced to appear too tall and skinny, and excessively flat and thin. Aside from the fact that these materials do not fit aesthetically, they do not really wear well for long. Being thin and light, they are very subject to damage by puncturing or denting, and once damaged cannot be easily repaired. The use of these materials reduces the resale value of the house. The visual problems associated with the use of synthetic coverings also applies to the use of wood shingles when they are applied indiscriminately.

The Garage Door

Many homeowners will want to replace garage doors which no longer operate properly. If it should be necessary to change the size or shape of the opening the homeowner should consider how this will affect the appearance of the facade.

A glance reveals that the garage door is often the largest single element in the facade of a house. We expect that the largest single element should be the most important or the most attractive. But that is not the case with garages. The designers of these houses chose to deal with this problem by keeping the opening as small as possible, by recessing the doors as much as space permits so that the doors are in shadow, by relating the form of the opening to forms that appear elsewhere on the facade, or by breaking up the surface of the door itself with small panels or small panes of glass. Any or all of these devices tend to reduce the apparent size of the opening and bring it more nearly into scale with the rest of the facade.

Windows

The foggy San Francisco climate dictates large glass areas. Prominent windows are thus an important design element. Builders at the turn of the century welcomed the increasing variety of new designs and incorporated all types of windows into their houses. The buildings of Potrero Hill include every type imaginable.

The commonest type is the traditional wood double-hung window. Frequently the top sash was divided into smaller panes to correspond with the style of the house itself. Many of the houses have unusual windows in special shapes: ovals, lunettes (or half circles), casement windows with transoms, or rectangular sash divided into special patterns. Taken together these quaint and varied window arrangements add greatly to the appeal of this area and are worthwhile retaining.

Where the existing sash cannot be repaired it should be duplicated. Remove the sash from the frame and send it to a shop that specializes in this work. These shops can duplicate the sash, often within one day. Some home repair books describe the process of removing the sash and re-roping the counterweights. By doing some of this work themselves, owners can substantially reduce the cost of repairs.

Ill-fitting, drafty wood windows can be made weathertight by weather-stripping. This is usually considered a job for a specialist. Even so the cost will generally be less than for complete replacement.

Storm windows are another excellent way to provide greater comfort during the heating season. The main objection to storm windows is their appearance. Some people have overcome this problem by placing the storm sash inside the existing windows where the frames are usually covered by curtains. Storm windows have the added advantage of providing significant savings on fuel costs.

Painting

A new exterior paint scheme is usually the final step in rehabilitation of an old house. While there are no absolute rules regulating paint colors, there are conventional treatments for different styles of buildings. Rich colors are usually associated with buildings of the late Victorian era. The later Colonial and Classic revivals are associated with white on the body and trim with very dark sash and doors. Shingled and Craftsman buildings suggest browns or nature's colors, that seem to blend with landscaping. Mission Revival stucco buildings suggest pastels. A successful color scheme recognizes the essential character of the building and enhances it. To look its best, the colors must also relate to the buildings around. A brilliant multicolor Victorian house might look out of place in the midst of dark shingle houses while the same colors in more muted hues with touches of brilliant color could provide just the right relief for the setting. Light colors of any hue (and white) tend to advance and make the building stand out, especially if the surrounding buildings are neutral or dark. Use brilliant color to call attention to important elements. Use muted colors to minimize undesirably large elements like garage doors.

Total Facade Restoration

Fortunately homeowners in the area will not necessarily be faced with this problem. The process of restoration varies from the duplication of a single piece of missing ornament to the replacement of

the whole facade. In the case of buildings in the Craftsman or Mission styles, a carpenter could usually duplicate it on the spot. Victorian and Classical Revival buildings frequently employ more elaborate ornament requiring specialized skills, such as turnings, moldings, cast plaster, and scroll work. The tremendous revival of interest in old buildings has stimulated the formation of services that specialize in coordinating all aspects of this work.

APPENDIX C

ALTERNATIVES FOR A VOLUNTARY REHABILITATION LOAN PROGRAM
FOR POTRERO HILL

This Appendix outlines some alternative methods for providing a voluntary rehabilitation and financing program for Potrero Hill. The one main constraint is to avoid a mandatory code enforcement approach used in the Rehabilitation Assistance Program(RAP).

Based on available data on housing conditions, it appears that Potrero Hill needs some substantial work to bring properties into code compliance. The 1974 Housing Condition Survey indicates that the overall percentage of units "in poor condition, i.e. with two or more general code deficiencies" was 15.5 and 10.2 in Census Tracts 226 and 227, respectively, the two census tracts encompassing the neighborhood. The comparable figures for the Inner Richmond and the Upper Ashbury (where RAP is being implemented) were 1.1% and 5.5%, respectively. For units in one and two-unit buildings only, Potrero has 21.9% and 9.2% with two or more deficiencies, compared with 0.1% and 3.2% for the two RAP areas. On the basis of these incomplete data, it appears that Potrero Hill is more deteriorated than either of the two RAP areas. What is needed in Potrero Hill is a fairly intensive program of vigorous upgrading - to Housing Code standards wherever possible - using a fairly substantial subsidized rehabilitation loan program.

Given the housing conditions in Potrero Hill there appears to be three general alternative ways to address the problem within the constraint of a non-mandatory program. The first alternative has the least attractive financing, but involves an established program and would, therefore, require the least time to institute. The second and third alternatives need further exploration and either one may prove to be more desirable than the first alternative.

1. CALIFORNIA HOUSING FINANCE AGENCY (CHFA)
Neighborhood Preservation Program's (NPP), "Concentrated Rehabilitation Area"

a) Financing Options include:

- (1) Rehabilitation Loans @ 7 1/2% interest, 10 year term, \$10,000 maximum for single-family, up to \$20,000 for 4 units; FHA Title I insured; no security for loans less than \$7,500; Deed of Trust for larger loans. Need to be low or moderate-income (80% - 120% of HUD Median) to be eligible for loan.

- (2) Mortgage loans for acquisition, acquisition with rehabilitation, or refinancing with rehabilitation; terms basically are 7 1/4% with 1 1/2 or 1 3/4 points, 30 year term, and maximum of \$30,000 loan. These can be FHA insured, CHFA-approved lender originates and services the loan.

b) Requirements

Program would be administered by the City or (preferably, in this case) an outside private agency under contract with the City, where substantial rehabilitation counseling and financing counseling could be provided to property owners on a voluntary basis. CHFA would be looking for some assurances (although this would not necessarily have to be in writing) that the program would result in a majority of the properties being improved to Housing Code standards. The optimum CHFA is looking for is 80%, but a lower percentage may be acceptable.

CHFA would also require substantial public improvements to the area, relocation benefits and assistance, and rent increase limitations. Strong neighborhood support would have to be evidenced, and an area designation procedure would have to be followed.

The problem of achieving code compliance without requiring mandatory code inspections would have to be worked out. It is conceivable that the preliminary inspections could be performed by the private agency, and, when the owner has decided what he wants to do and/or can afford to do, then a permit is taken out for that work, and it is done to code standards. This would not result in all cases being brought up to code. The alternative is to have a preliminary city inspection of a non-binding nature, and where the program administrators attempt to get the owner to do as much as he/she possibly can, and to have a follow-up inspection on what work is done, allowing an extended time period for ultimate full compliance.

Another alternative might be to try to convince CHFA that a Pre-Sale inspection program as proposed will result in code enforcement of 60% - 80% of the buildings within a 5-7 year time frame, and that the voluntary rehab counseling and financing program that would be working in the area in the meantime would therefore, be acceptable even without any form of additional code enforcement.

c) Steps for Implementation

- (1) Pursue application procedure for NPP designation by CHFA.
- (2) Work out the administrative mechanism for the program; assume a minimum of 6 staff at approximately \$125,000 per year, not including public improvements and relocation benefits.

2. LOCAL PROGRAM WITH MARKS - FORAN BOND FINANCING

a) Financing:

Marks-Foran bond financing could be provided at approximately 7% interest, up to 30 year term, up to \$30,000/unit 1 loan, for rehabilitation, and rehabilitation with refinancing. This program would only work if assurances could be gained from bond underwriters that the bonds would be sold for this kind of program. It is likely that lenders will require CHFA bond insurance for any new bond issue coming out of San Francisco. CHFA is not yet ready to provide Marks-Foran bond insurance although it is working on it.

Also, this financing would most likely be available only if the Marks-Foran Act could be amended to remove the requirement for 95% code compliance within the designated area.

b) Requirements

Find a solution to the mandatory 95% code compliance and requirement for Marks-Foran bonds. This requirement is there to protect bond holders, and CHFA bond insurance may provide answer by removing the risk from the bond issue. Perhaps CHFA can be persuaded of the need to remove the 95% clause, and to still provide Marks-Foran bond insurance. San Francisco might be able to still follow the 95% rule by relying on Pre-Sale Inspections, although over a longer period of time. All of these questions would have to be worked out with the bond houses, CHFA, Bureau of Building Inspection (BBI) and City Attorney.

In any event, going Marks-Foran with the Financing would still require area designation, public improvements, relocation, and hardship loans. It would essentially be a RAP program except for the mandatory code enforcement, and as such, would be equally expensive.

Another alternative approach might be for the City to establish another Residential Rehabilitation Financing Program (RRFP) taking advantage of the change in Marks-Foran on no 95% requirement. However, even a new RRFP, as called for by Marks-Foran, would have to satisfy all remaining requirements on area designation, relocation, and public improvements.

c) Steps for Implementation

- (1) Amend Marks-Foran Act to remove 95% compliance requirement.
- (2) Work to help develop CHFA Rules and Regs on Gregorio Bond Insurance, such that our bond issue for Potrero Hill and other areas could be assured.
- (3) Determine what new requirements would be, under revised Marks-Foran, and/or write and adopt a new Residential Rehab Financing Program for San Francisco.
- (4) Initiate Area Designation Procedures.
- (5) Sell bonds with CHFA bond insurance.
- (6) Designate local agency to provide the rehab counseling and financing assistance, the inspections, the work write-ups, bidding, relocation, loan packaging and so forth. Here, the same problems that were discussed under alternative #1 apply and would also have to be resolved.

3. LOCAL PROGRAM USING COMMUNITY DEVELOPMENT (CD) FUNDS FOR DIRECT LOAN PROGRAM

a) Financing Option:

(i) Neighborhood Housing Services (NHS)

The Urban Reinvestment Task Force (a national-wide program sponsors staff who are invited into various cities to set up NHS operations, which include a new neighborhood staff to administer program, private lender participation and pooling of loan funds, and city participation in the form of public improvements and financial support for the staff costs. Financing is arranged through pool of funds supplied by participating federal savings loans, with the interest rate partially reduced with CD funds. Terms, consequently, can be flexible.

(ii) Direct CD Loan Program

The City could conceivably establish its own direct loan program using CD funds to supplement or guarantee private commitments (just as the Redevelopment Agency in Western Addition have done). The City's RAP loan officers could be assigned to process the loans, and a bank could be contracted with to service the loan accounts. In this case, the loan terms could be completely flexible, depending on the amount of CD funds allocated to the loan pool and the extent and nature of the private lender participation.

b) Requirements

Under the two options listed above, the program requirements would be flexible. In each, a non-city agency would have to provide the rehabilitation counseling and financing services, with the Bureau of Building Inspection handling the permits. The code enforcement issue could be resolved with Pre-Sale Inspections, and with some evidence that the voluntary approach will result in substantially up-to-code structures when work is undertaken.

The basic problem, therefore, is to establish or identify an outside agency to administer the program.

c) Steps for Implementation

- (1) Investigate the details and possibilities of a NHS program with the Task Force.
- (2) Convene meeting(s) with private lenders to consider possible CD-private commitment for a new, voluntary program.
- (3) Investigate possibility of using RAP loan officers to process and package loans for a new program.
- (4) Detailed implementation would follow according to which of the preceding options were selected.

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